

# Sales Management

THE MAGAZINE OF MARKETING

*More*

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BY LAWRENCE M. HUGHES

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FIFTY CENTS

A BILL BROTHERS PUBLICATION

NOVEMBER 1, 1954

# FOUNDRY EXPANSION CONTINUES

## Ford's Modernization Program Typical of Activity in Growing Foundry Industry

Hailed as the most completely modern foundry when completed just two years ago, the Cleveland Ford Foundry is already experiencing growing pains. A recent issue of *Cleveland Ford News* reports this mammoth foundry is currently undergoing interior face lifting.

When completed, this expansion program will permit greatly increased production capacity. The foundry's mechanization plans include installation of six new core blowers, two mullers, two automatic grinding machines, a blast cleaning cabinet, cupolas and a 7½-ton crane.

Facilities are being enlarged without increasing floor space because the planners foresaw a need for additional output and provided for it in the original building. Similar modernization programs in large and small foundries across the country offer immediate sales opportunities to sales managers with a stake in this fast-growing market.

## Heavy Demand Stimulates Mechanization Program

**The search is on for increased modernization and mechanization that will help foundries produce more and better castings at lower cost.**

During the last ten years, foundries produced a record-breaking 160 million tons of castings. While plant improvements and mechanization helped accomplish this tremendous production, indications are that much of the equipment purchased is already marked for obsolescence! This startling observation is based on facts submitted by foundries themselves, and reported in the new *1954 Inventory of Foundry Equipment*.

Buying intentions of more than 1000 foundries, representing an accurate cross-section of the industry, are included in this new study. It is aiding manufacturers and suppliers to gear sales and advertising programs to the Changing Foundry Industry. A copy is available on request.



Ford Motor Company Foundry at Cleveland, Ohio.

## Gray Iron Foundries See Continued Market Growth

"The gray iron castings industry, one of America's largest and oldest basic industries, is crossing new and exciting thresholds," according to Don H. Workman, Executive Vice-President of the Gray Iron Founders' Society. "Recent new and improved metallurgical and molding processes and techniques have opened new castings markets not even dreamed of as little as fifteen years ago.

"Also, this second largest segment of the entire metalworking industry is experiencing a steady expansion of its customary markets. This is reflected by shipments of well over 12 million tons annually in post war years. The versatility and unique engineering properties of gray iron castings have made it the basic material for essential components of practically all productive goods. Because its products are used by nearly every manufacturing industry, demand for castings is being stimulated by America's steady population growth. In a recent nine-year period, per



Don H. Workman  
Executive Vice-President  
Gray Iron Founders' Society

capita consumption of gray iron rose from 135 pounds to nearly 200.

"Already accounting for about 75% of all cast metals, the gray iron industry looks to the future with confidence—confidence that the simplicity of the gray iron castings process will continue to offer economies generally unobtainable in other methods of fabrication."

## "Plus 5" Helps Introduce New Product to Foundry Industry

**Metalworking equipment manufacturer with a new product for the foundry industry finds he knows little about the market and takes advantage of a unique sales development program.**

This manufacturer is well known in the metalworking field but had never sold to foundries. He had heard about FOUNDRY's unique sales development program—PLUS 5 Service—so he called in the FOUNDRY representative. Utilizing PLUS 5 to the fullest extent, he instituted a consistent advertising program in FOUNDRY to introduce the product and company to the industry. Through PLUS 5 Service, his salesmen were armed with card files of all pros-

pects in their territories and the Penton Foundry List was used for direct mail promotion.

Immediate results were gratifying. A speedy introduction of the new product to the foundry industry was effected. Sales were quickly realized as PLUS 5 helped him open up the foundry market for volume business. His sales force, not required to do a tedious, time consuming searching job, was more than contented with the support obtained through PLUS 5 Service.

For complete information on PLUS 5, and how it is making advertising and sales promotion more effective in the \$5-billion foundry market, write FOUNDRY.





## Do you recognize this family?

To recognize is "to acknowledge formally,  
as by special attention".

THE MCGUIRES are a happy, well-oriented family with the stamp of success—the reward of hard work for comfort and security. As Negroes they are particularly aware of the social and economic progress which has helped

**Do you recognize the McGuires in your market and media plans?**

More than 450 national advertisers do. They recognize, first, that the McGuires are part of America's most underdeveloped market, with a great buying potential. They recognize, second, that a consistent schedule in Negro newspapers is the most effective way to make steady customers of the McGuires, and thousands of families like them.

Consider the dramatic impact of your advertising message pin-pointed at the colored market with a direct invitation to buy, via Negro newspapers. Compare it with the ineffectual impact of general media on the nation's colored communities.

One example of how a regular advertiser in an API newspaper has benefited is the case of a brewer in a major market whose share of the colored market is 27%—and only 11.7% in the general market.

them—and 16 million other colored Americans—become a \$16 billion market, the fastest growing new consumer market in America.

Your direct invitation to buy, appearing regularly in Negro newspapers, achieves maximum penetration because Negro newspapers serve the special interests of Negroes. They are the sole source of complete news of colored communities, written exclusively for Negroes.

For proof, ask for copies of readership studies conducted by independent research authorities on key API newspapers. Scores for both men and women average an amazingly high 70 to 100% for all pages.

To expand your markets, to strengthen your consumer franchise among Negroes, rely on the power of Negro newspapers. We'll be glad to give you specific help or information about any API market.

## ASSOCIATED PUBLISHERS, Inc.

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JUdson 2-1177



166 W. Washington St., Chicago 2, Ill.  
ANdover 3-6343

### WHALEY-MIKKELSEN COMPANY

PACIFIC COAST REPRESENTATIVE:  
235 Montgomery Street, San Francisco, Calif. SUtter 1-6072  
4513 Hollywood Blvd., Los Angeles, Calif. HOLlywood 3-7157

### BASIC MEDIA REPRESENTED BY API

BALTIMORE, AFRO-AMERICAN  
CHICAGO, DEFENDER  
CINCINNATI, LEADER  
CLEVELAND, CALL AND POST  
COLUMBUS, OHIO SENTINEL  
DALLAS, EXPRESS  
DETROIT, MICHIGAN CHRONICLE  
FORT WORTH, THE MIND  
HOUSTON, INFORMER  
KANSAS CITY, THE CALL

LOS ANGELES, THE CALIFORNIA EAGLE  
LOUISVILLE, DEFENDER  
MEMPHIS, TRI-STATE-DEFENDER  
MINNEAPOLIS, SPOKESMAN  
NEWARK, N. J., AFRO-AMERICAN  
NEW ORLEANS, LOUISIANA WEEKLY  
NEW YORK, AGE-DEFENDER  
NORFOLK, JOURNAL AND GUIDE  
PHILADELPHIA, AFRO-AMERICAN  
THE TRIBUNE

RICHMOND, AFRO-AMERICAN  
SAVANNAH, TRIBUNE  
ST. LOUIS, THE ARGUS  
SAN FRANCISCO, SUN-REPORTER  
ST. PAUL, RECORDER  
TAMPA, FLORIDA SENTINEL  
WASHINGTON, AFRO-AMERICAN  
NATIONAL, AFRO-AMERICAN  
CHICAGO DEFENDER

More Advertisers Use Negro Newspapers Than Any Other Medium Designed for Negro Families

# After ten years, weekly ads still bring volume orders

Every Monday morning, 52 times a year, Arnold Bernhard knows there will be a bundle of orders in his company's mail. Likewise on Tuesday, and throughout the rest of the week.

Mr. Bernhard heads an investment advisory service, The Value Line Investment Survey. Every Sunday, couponed, keyed Value Line ads run in The New York Times.

Value Line ads seek subscribers for a \$5 introductory subscription to the service. From these leads, Value Line gets the bulk of its business by converting \$5 trial offers into \$120 annual subscriptions.

For ten years, Value Line has been using The New York Times. Fifty-six per cent of Value Line's budget last year was spent in The Times.

"Our advertising agency, B. L. Mazel, Inc., has made an exhaustive analysis of our advertising results," Mr. Bernhard points out. "It shows that The New York Times gives us the best results—the cheapest cost per inquiry—of all general circulation publications.

"Gross income resulting from trial subscriptions obtained by advertising in The Times in the first three months of 1954 ran 100 per cent above last year's figure."

Whatever product or service you sell, you'll find that your advertising in The New York Times consistently brings better business. New York Times families are the big sales potential families. They have more to spend and spend more on what they see advertised in The Times.

That's why advertisers put more advertising in The New York Times than in any other New York newspaper . . . and have for 35 years.

## The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT, LOS ANGELES, MIAMI, SAN FRANCISCO, TORONTO

# Sales Management

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NOVEMBER 1, 1954

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## They say:

# "FINDERS KEEPERS"



**You don't need a witch hazel wand  
or a Geiger counter  
to uncover hidden pay dirt  
with the IEN plan.**

Industrial Equipment News will find you new customers, new markets, and help you to keep them.

New products, new applications, come so fast that, no matter how efficient a sales department may be, it is impossible to keep up with potential buyers without a systematic, all-inclusive locating device. Market research is helpful but expensive.

The device is here and functioning actively. It provides the market research, too, but pre-sells while it explores.

You start with your 64,000 best prospects... selecting, specifying or purchasing officials in active, well rated plants in all industries; a few thousand consultants and government officials are included.

Every month you lay before this reservoir of buying power an illustrated and indexed description of your products. Each of these users is looking for new and improved products just as fervently as you are looking for new customers. That's why buying action from new customers, perhaps in unsuspected industries or departments, results.

That's I E N ! And the cost is only \$150 to \$160 a month... \$1,800 a year.

## Industrial Equipment News



Details?

Send for complete DATA FILE

FOUNDED 1933

BPA

461 Eighth Avenue, New York 1, N. Y.

NBP

... Affiliated with Thomas Register





# just passing by?

A good salesman is never "just passing by." He calls on you with the definite purpose of convincing you that the product or service he is selling can help you solve a problem for yourself or your company.

Your direct mail should have the same definite purpose. For planning, development and production of direct mail materials that convincingly demonstrate the benefits you offer to your prospects... in copy, design and reproduction... for complete creative and mechanical facilities—call



The **HICKEY MURPHY** Division  
of

**JAMES GRAY INC.**

216 East 45th Street  
New York 17, New York  
Murray Hill 2-9000

• Direct Mail Specialists for thirty-five years

For a free copy of the idea-stimulating booklet, "How To Put Action Into Your Direct Mail" fill in this handy coupon, clip it to your letterhead and mail it today.

Hickey Murphy Division  
James Gray, Inc.  
216 East 45th Street  
New York 17, New York

Send me a free copy of

**HOW TO PUT ACTION INTO YOUR DIRECT MAIL**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
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City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



**EXECUTIVE OFFICES**, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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\$8.00 a year; Canada, \$9.00; Foreign \$10.00

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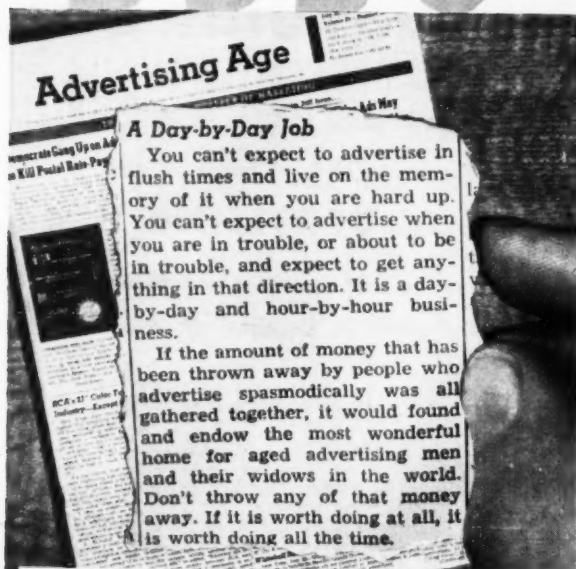
Member



November 1, 1954 Volume 73 No. 10

# BBDO Newsletter

- 1 By request
- 2 Homemade selling
- 3 Clean-up
- 4 Phone billing



**Advertising Age**

**A Day-by-Day Job**

You can't expect to advertise in flush times and live on the memory of it when you are hard up. You can't expect to advertise when you are in trouble, or about to be in trouble, and expect to get anything in that direction. It is a day-by-day and hour-by-hour business.

If the amount of money that has been thrown away by people who advertise spasmodically was all gathered together, it would found and endow the most wonderful home for aged advertising men and their widows in the world. Don't throw any of that money away. If it is worth doing at all, it is worth doing all the time.

**1 A CLIENT** of 23 years' standing — who says the advice is timeless — asks that we reprint part of a speech made in 1923 by Bruce Barton, chairman of BBDO. It was quoted most recently in *Advertising Age*.



**2 The American Home**, in a widely read newspaper series, tells chatty anecdotes of the joys — and sometimes horrors — of homemaking. Ads tell why advertising for food, fuel, flooring — everything homemakers use — pays off in *The American Home*. Among magazines of over three million circulation, *The American Home* had largest gain in advertising pages for the first 9 months of 1954.



**3 30 bushels of leaves** disappear in a minute when home owners clean up their yards with the Toro *Birlwind 18*. And this new kind of lawn mower cleans up new sales for Toro by stretching their selling season through the fall. *Life* magazine opens this year-round advertising campaign for Toro, sales leader of the power-mower industry. BBDO Minneapolis client for more than 13 years.



**4 Nearly 3 million** new telephones have been installed in New York State since 1945. To tell subscribers, new and old, about long distance "Bargain Rates," New York Telephone Company uses 100 radio stations, 13 TV stations, 438 newspapers, and car cards in 19 cities. After years of catching up with public demand, this 20-year BBDO client is again starting an aggressive sales effort.

**BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising**

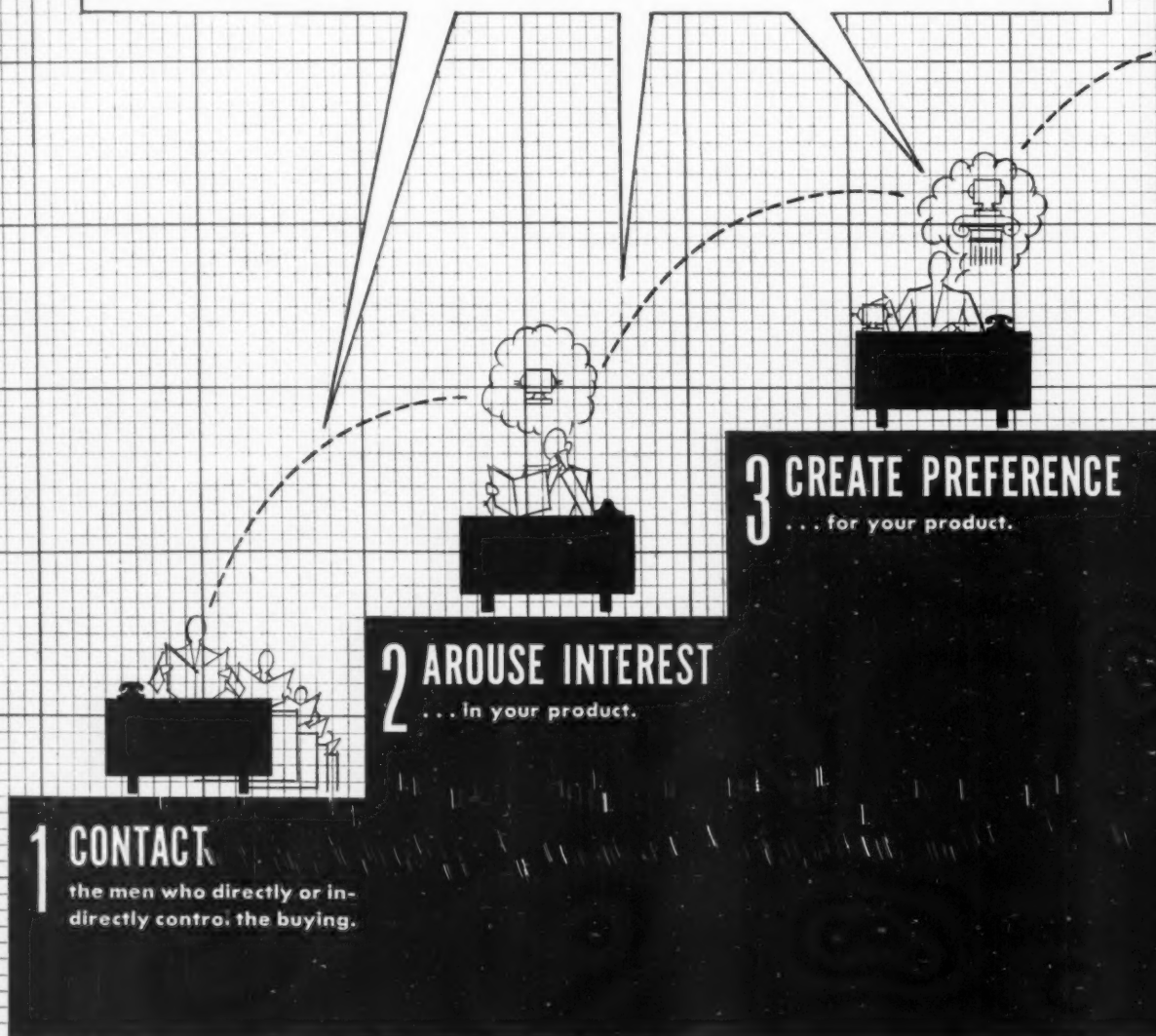
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA

NOVEMBER 1, 1954

# Methods Chart for

## APPLY BUSINESS PAPER ADVERTISING HERE

*Sound and consistent Product Advertising is the best, quickest and cheapest way to accomplish the preliminary steps in building an order.*





# INCREASING SALES POWER

## 4 SPECIFIC PROPOSAL

... applying your product to the prospect's problem.

## 5 CLOSE THE ORDER

... the pay-off step.

## 6 KEEP CUSTOMERS SOLD

... apply advertising to help the salesman hold the line against competition—lay the foundation for future sales.

### FOR GREATER SALES PRODUCTION... HERE

With ADVERTISING (Mechanized Selling) functioning properly on Steps 1-2-3 the salesman can concentrate more of his valuable selling time on the important job of producing finished orders.

**McGRAW-HILL PUBLISHING COMPANY, INC.**

ABP

330 WEST 42nd STREET, NEW YORK 36, N. Y.

ABC

HEADQUARTERS FOR BUSINESS INFORMATION



# Make friends with **PAPER-MATE**

the pen that "clicks"  
with all America!

## DE LUXE MODEL

- ★ Push-button, retractable point.
- ★ Never leaks—always stays clean.
- ★ Ink can't stain hands or clothes.
- ★ Can't smear or transfer.
- ★ Refills with red, green, blue, and black ink.
- ★ Comes in seven color styles.
- ★ Unconditionally guaranteed.

Available with  
company imprint,  
emblem, or message

*\* Write today for quantity prices!*



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New York 3, N. Y.

**PAPER-MATE COMPANY**  
8790 Hays Street  
Culver City, Calif.

**PAPER-MATE OF CANADA**  
265 Adelaide St. West  
Toronto, Canada

## LETTERS TO THE EDITORS

### ANYONE REMEMBER UNCLE JAKE?

As subscribers of long standing to SM we should like to enlist your cooperation in digging up an old-time sales manager's gimmick for effectively getting across to salesmen the basic fundamentals of all selling.

As we recall it, the gimmick was a letter from Uncle Jake, the sales manager, to his nephew, Sam. In the letter Uncle Jake told Sam what was going on at home and in the office but after every item of information he threw in the slug, "But remember, Sam, what we want is orders."

Do you suppose you could uncover a copy of this for us from either your own archives or those of your old-time readers?

Name Withheld Upon Request

► Our files and our memories yielding no answer, we throw the question to our board of experts—SM readers. Please send answers to Letters to the Editor Department, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

### PAPER-MATE PROTESTS

In the Aug. 15 issue of SALES MANAGEMENT (p. 102) you printed an article, "How to Pick a Name for a New Product," by Robert N. McMurtry. In this article Dr. McMurtry stated "Paper-Mate is a meaningless brand name for a pen."

Of course, we at Paper-Mate are apt to be biased, but we feel that unlike most other pens which are named after a person, the name "Paper-Mate" describes one of the greatest attributes of the product—that its ink is mated to paper.

This particular quality of Paper-Mate's ink is responsible for the revitalization of the ball pen field. Previous ball pens had the reputation of smearing and transferring, whereas Paper-Mate's formula does neither. In fact, it is impossible to wash Paper-Mate ink from paper. Perhaps if Dr. McMurtry had understood how the pen got its name he would never have made that statement in your publication.

David B. Kittredge

Advertising Manager  
Paper-Mate Eastern, Inc.  
New York, N. Y.

### DEAR PHIL SALISBURY:

You're a great guy—an outstanding editor—a fine salesman, but a Lousy (capital L) mathematician.

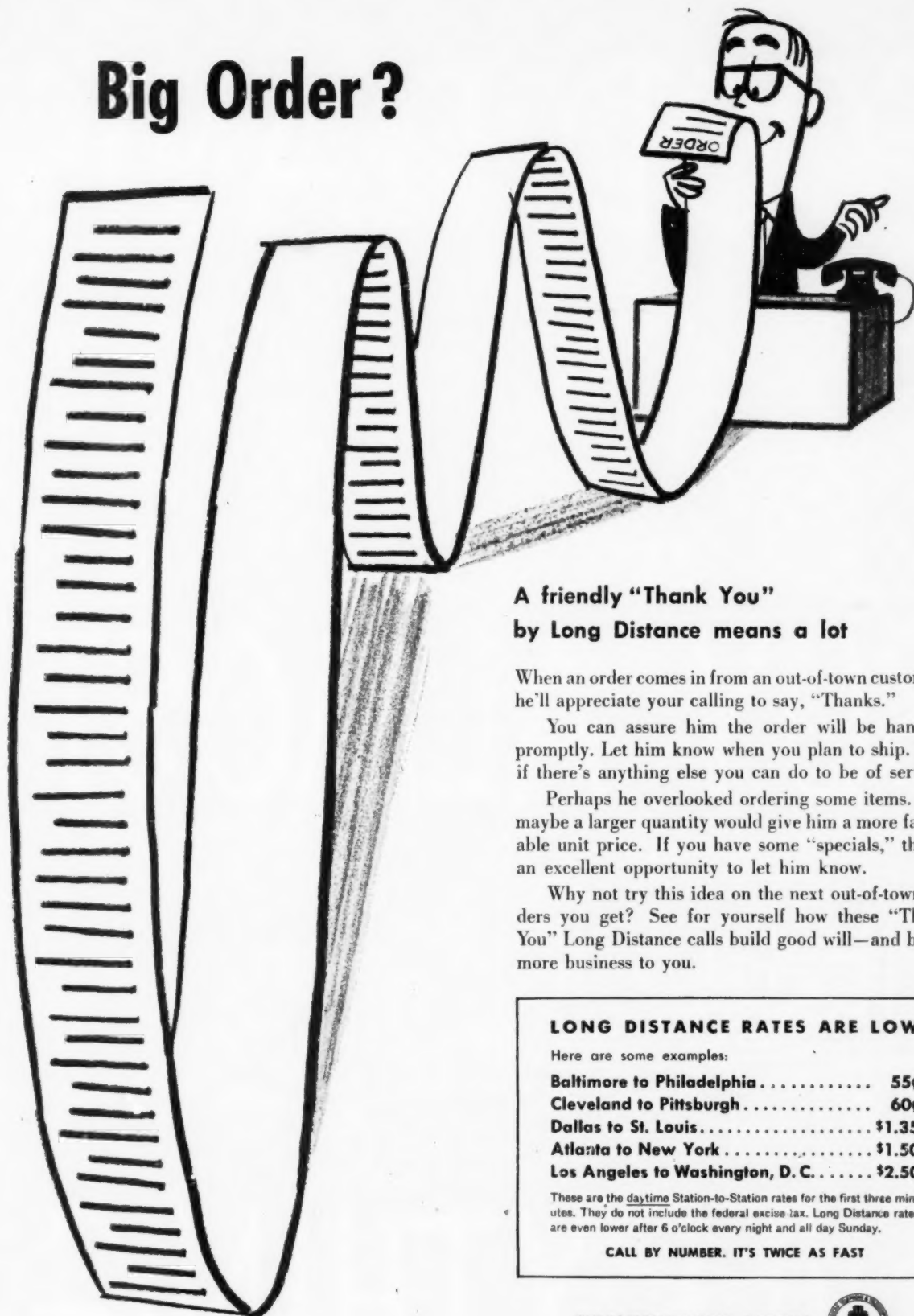
Herbert Metz

Eastern District Manager  
Graybar Electric Co.  
New York, N. Y.

(continued on p. 12)

SALES MANAGEMENT

# Big Order?



## A friendly "Thank You" by Long Distance means a lot

When an order comes in from an out-of-town customer, he'll appreciate your calling to say, "Thanks."

You can assure him the order will be handled promptly. Let him know when you plan to ship. See if there's anything else you can do to be of service.

Perhaps he overlooked ordering some items. Or, maybe a larger quantity would give him a more favorable unit price. If you have some "specials," this is an excellent opportunity to let him know.

Why not try this idea on the next out-of-town orders you get? See for yourself how these "Thank You" Long Distance calls build good will—and bring more business to you.

### LONG DISTANCE RATES ARE LOW

Here are some examples:

Baltimore to Philadelphia . . . . .	55¢
Cleveland to Pittsburgh . . . . .	60¢
Dallas to St. Louis . . . . .	\$1.35
Atlanta to New York . . . . .	\$1.50
Los Angeles to Washington, D. C. . . . .	\$2.50

These are the daytime Station-to-Station rates for the first three minutes. They do not include the federal excise tax. Long Distance rates are even lower after 6 o'clock every night and all day Sunday.

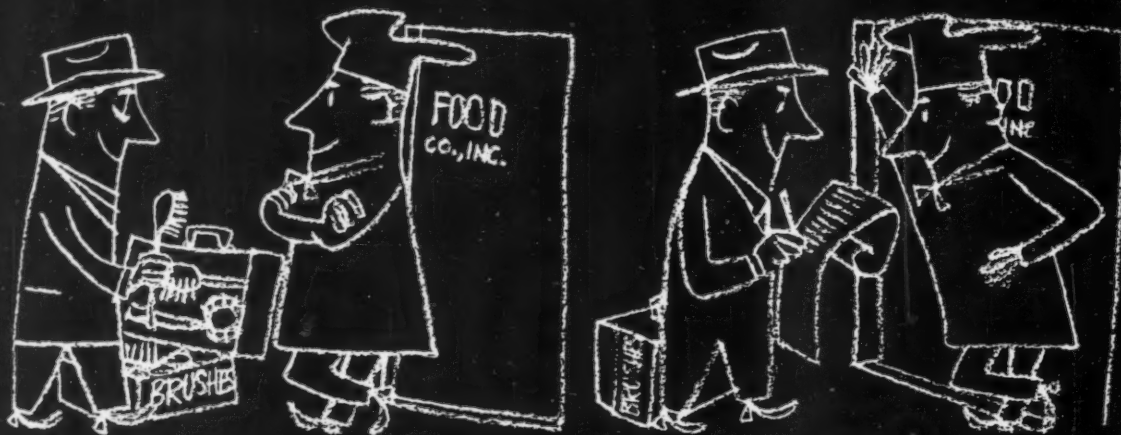
**CALL BY NUMBER. IT'S TWICE AS FAST**

BELL TELEPHONE SYSTEM

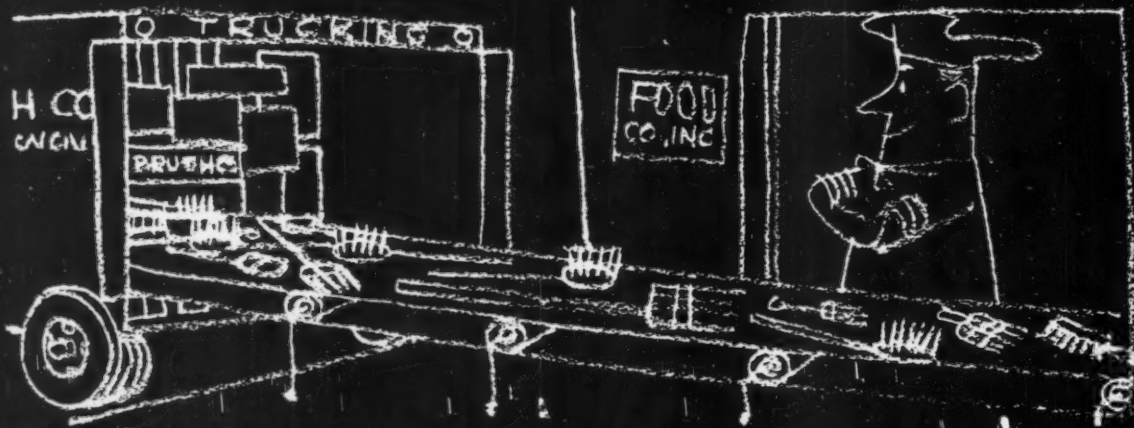




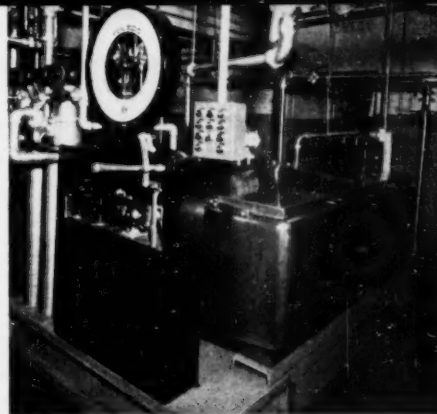
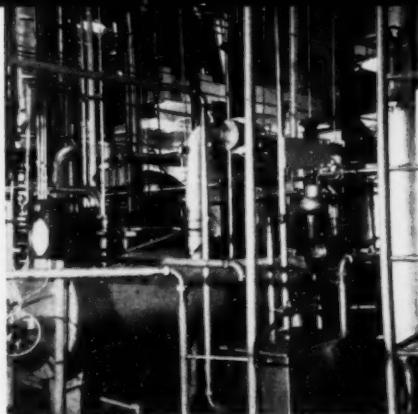
# FOOD PLANTS



## BUY ALMOST



## EVERYTHING



**NAME IT . . . THEY BUY IT:** Brush salesmen cleaned up in the food industry, last year, selling \$2,493,000 worth. Then, for instance, there was \$13,032,000 worth of pipe, tube, and fittings — all sizes and types. And, of course, food plants bought a lot of scales — \$6,471,000 worth. Food plants buy almost *everything*. Ask us for figures on your products.

## ...and you, too, can clean up

Have you heard our latest story about the brush salesman? This is it: Food plants spent \$2,493,000 for maintenance and processing brushes last year. We also know a hot one about some chaps who travel in hose—sold \$4,229,000 worth to food plants. And then there's the one about packings and gaskets—\$2,350,000 worth. These stories may not fracture you, but they could profit you.

For food plants buy almost *everything*. They are manufacturers. They buy what all manufacturers buy. They buy more than most—*spending 20 billion dollars a year*.

They *have* to spend it. Here the seller finds a minimum of roller-coaster sales cycles. These food boys just grab the soaring population

curve and hang onto their hats—nearly 3 million more mouths to feed every year!

And part of their steady spending goes for *your* product. How much? Ask us. We have a lot of market figures, and we'll be glad to go over them with you. Of course, you'll have to put up with little asides, such as: **FOOD ENGINEERING** carries far more advertising than other food-industry-wide magazines . . . because it has the most subscribers . . . because it wins *every* industry-wide readership poll . . . because many advertisers who want inquiries find **FOOD ENGINEERING** pulls best.

Check the food industry. You'll find a good, big market . . . and a first-rate magazine to bring you the benefits of good advertising.

food's hot . . . one of your  
hottest industrial markets



A MCGRAW-HILL PUBLICATION, 330 WEST 42ND STREET, NEW YORK 36, N. Y.



**READ BY THE MEN WHO BUY THE PRODUCTS TO RUN THE PLANTS THAT FEED THE WORLD**  
Plants producing Baked Goods • Beer, Wine • Milk, Milk Products • Meat, Fish, Poultry • Processed Fruits, Vegetables • Grain Products • Confections • Sugar • Soft Drinks • and all other Processed Foods

# Trade secret\* of a star salesman...



## ★ GREYHOUND TRAVEL **for convenience...** **coverage... relaxation!**

Effective trick of the trade among many leading salesmen is to leave the car at home... get aboard a Greyhound — and *relax!* This is a secret that pays off, on so many trips, swinging through small towns and industrial centers. No traffic troubles, no parking problems... plenty of free time to prepare for the next call. Many hundreds of schedules are now served by Greyhound's newest, finest Air Suspension Coaches. Why not recommend Greyhound travel to *your* staff!



# GREYHOUND

## LETTERS

► Good subscriber Herb Metz refers to the "Comment" piece, Sept. 20 (p. 27), on the comparative price—California vs. Mexico City—of Parke, Davis & Company's chloromycetin. In the U. S. the price was \$6; in Mexico City, \$2.88. The statement was made that the "saving" was 108.33%. Correction: As compared with the U. S. price, the cost in Mexico represented a saving of 52%. Put another way the U. S. cost was 108.33% higher than the cost in Mexico City.

## PULLING POWER OF ADS

We were interested in the Hyster article, "Don't Underestimate Pulling Power of Your Ads Set in Small Type!" (SM, Oct. 1, p. 82). For the body copy of our ads we constantly use type of the approximate size shown in the Hyster advertisement. If the main illustration and heading are sufficiently eye-catching and direct attention specifically to the most prominent sales features of the product, we feel certain that interested prospects will read the information in small type. A reader's action in this regard is much the same whether the type-set message is in the editorial or advertising columns. The determining factor is the reader's interest in the subject being discussed.

While I find myself in general agreement with the comment made by Mr. Hill (v-p sales, Hyster Co.), I do not concur with him in his reasoning about dropping the reference to one of the most important factors of the product into the body copy. I believe it is safe to say that in preparing a successful advertisement it is best to direct a prospect's attention as quickly as possible to the features which concern him most. If the truck's capacity as a "mudder" means much to prospects, it seems to me this sales fact should have had a spot in the heading, then been elaborated on in the smaller type.

We are in complete agreement with Mr. Hill's statement about the function of advertising in industrial selling. While we never wish to underestimate the power of a well-planned advertisement, we are quick to admit that it can never take the place of the qualified sales engineer in bringing the full story about a product to a prospect.

William P. Gibbons

Advertising Manager  
Industrial Products  
Johns-Manville Sales Corp.  
New York, N. Y.

## MAKING A GUEST SPEAKER WELCOME

I want to compliment you and Samuel B. Shapiro for the article in "Sales Meetings" (Oct. 1, p. 68) on the subject, "Do Good Speakers Avoid Your Meetings?"

SALES MANAGEMENT





## For a package you're proud of...



**SHIP IT**, like Seagram, in a Tear Strip Container made with "Scotch" Brand Filament Tape. That way, when the carton arrives in the store, it can be opened Z-I-P!... like cigarettes, with just a pull of the tape.



**NEVER ANY OPENING DAMAGE** to your packages or product, because no knives, cleavers, wedges, or other cutting tools are used. And, with the entire top removed, it's easier for clerks to price mark...



**BUILD DISPLAYS**, stock shelves quicker. And your handsome package is better protected *in transit*. Tear Strip Containers made with "Scotch" Filament Tape are actually *stronger* than ordinary cartons!

**LET US SEND YOU** a free sample of an actual Tear Strip Container made with "Scotch" Brand Filament Tape, together with complete information on how you can use it for greater benefit in shipping your products. No cost or obligation of any kind... just write on your letterhead to Dept. SM-114.

... Proved to be the only "quick-opening" containers that work perfectly every time —

**TEAR STRIP CONTAINERS** made with

Reg. U.S. Pat. Off.  
**SCOTCH** Filament Tape  
 BRAND

The term "Scotch" is a registered Trademark for more than 300 Pressure-Sensitive Tapes made in U.S.A. by Minnesota Mining and Manufacturing Co., St. Paul 6, Minn. General Export: 122 E. 42nd St., New York 17, N.Y. In Canada: London, Ontario, Canada.





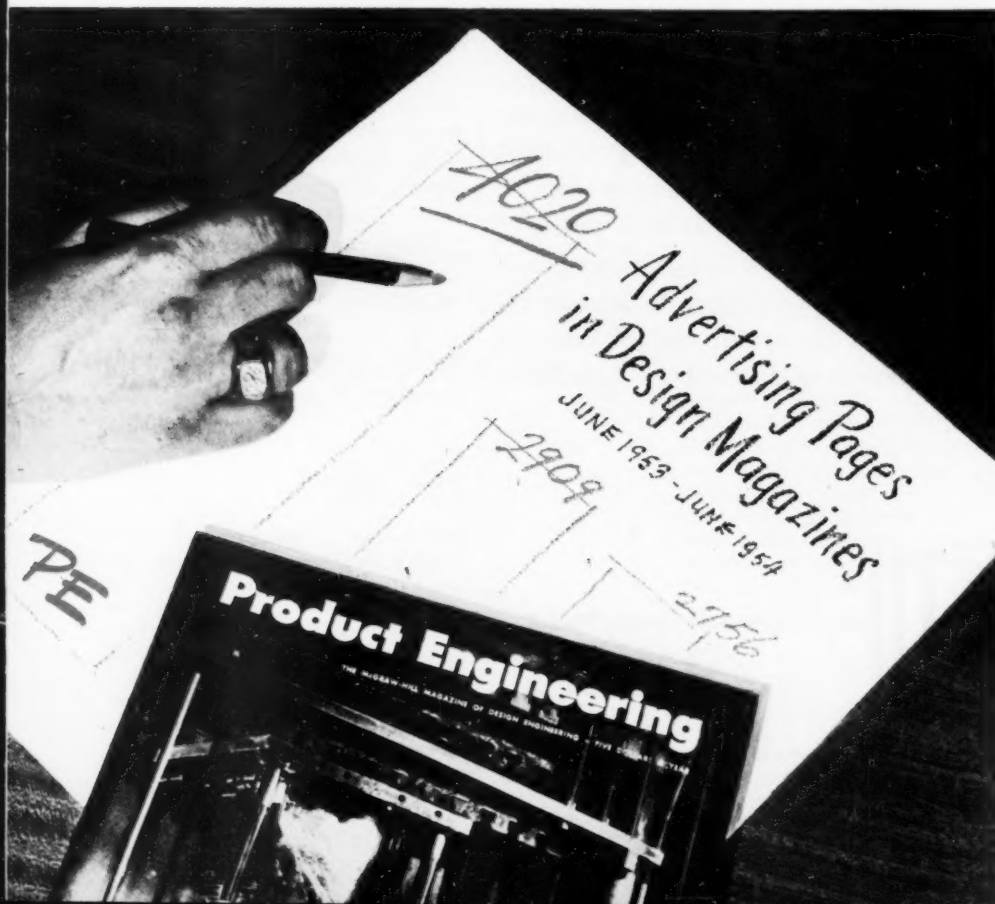
"What design magazine are *other* agencies recommending?" the account executive asked.

It makes sense to benefit from the cumulative experience and opinion of others, and advertising men frequently compare their choice of media with the preferences being shown by other advertisers to the same market. When you make such comparisons in the design-engineering field, there is abundant evidence to confirm your choice of *Product Engineering*: advertisers and their agencies constantly give *Product Engineering* a margin of advertising leadership that is enjoyed by the leader in very few other industrial markets. Even more important to you than this fact, however, are the reasons why.

Among all general design magazines, only *Product Engineering* has a self-elected, all-paid circulation . . . and this all-paid circulation is thousands bigger than the free distribution other design publications make available. What's more, it costs you less per thousand to reach *Product Engineering's* 28,000 paid subscribers than you are asked to pay for the free distribution of any other design magazine.

This year, and every year, this business of getting the most *sure value* at the lowest cost is what most advertisers definitely want. And whenever you want it in the \$28-billion Original Equipment Market, you are wise to concentrate your advertising in *Product Engineering*.

"There isn't any question about that," the media director answered. "They're putting far more space in *Product Engineering* than in any other design paper."



THE MEN  
WHO DESIGN  
AMERICA'S  
NEW PRODUCTS  
READ

**Product Engineering**



The McGraw-Hill Magazine of Design Engineering  
McGraw-Hill Building, New York 36



## here's real magic...

the kind advertisers want to see when it comes to sales . . . And while sensational, there's no trick to the sales results you get through WTAR-TV. This established VHF station has just what it takes plus the know how . . . maximum facilities, topnotch network and local programming, an audience of 325,000 homes and dominance of an area that covers the eastern half of Virginia (including Richmond) and all of northeastern North Carolina.

*Buy Only* **WTAR-TV** *to Sell America's Miracle Market*  
**channel 3**  
**NORFOLK**  
 Represented By Edward Petry & Co., Inc.

### LETTERS

As one who is very active in organization work and who speaks before organizations, I appreciate the value of the article. In fact, I have just written a letter recommending to the editor of "Share Your Knowledge Review," the official publication of the International Association of Printing House Craftsmen, Inc., that he get your permission to reprint that article and also make extra copies available for distribution to the program chairmen of the local clubs.

Lee Augustine

Vice-President  
 The Printing Machinery Co.  
 Cincinnati, O.

### ALONG THE DOTTED LINE . . .

Your Oct. 1 issue was a blessing to save box cutters and razor blades that have been used to cut some of the many fine articles that apply to our particular industry. We would like to voice our vote of approval on the perforation of sheets in your consideration of future SM issues. Like many others I have cut a number of articles from your magazine for use in our sales conferences and continued-training programs.

A. L. Bissonnette

Assistant Sales Manager  
 The Wander Co.  
 Chicago, Ill.

An odd coincidence! I had already pulled a page from the Oct. 1 issue and noted the ease with which it was removed. I had even made a mental note to compliment you on this when on page 44 you invited such a comment. We often get ideas from SM articles and "tear out the pages" which is exactly what we have been doing. Thanks for making it easier.

Donald B. Smith

Director  
 Advertising, Sales Promotion and Public Relations  
 Lewyt Corp.  
 Brooklyn, N. Y.

### ... AND THE JAGGED EDGE

I think your idea for scored pages is the most terrific one any magazine has ever thought of, and I hope you keep it up. However—one complaint. It was almost impossible to tear on the score cleanly as it seemed not to have bitten deeply enough into the paper.

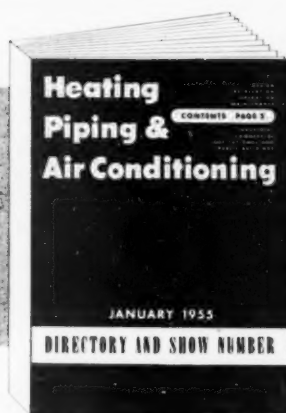
W. A. Richman

Sales Manager  
 Stelber Cycle Corp.  
 Brooklyn, N. Y.

►Subscriber comments ranged from "highly enthusiastic" to "a fine idea when it works." We received so many raggedy pages in mute evidence we instructed our printer to make the scoring deeper for Oct. 15. Most subscribers have noticed and remarked upon the subsequent improvement. Response has been overwhelmingly in favor of scoring.

SALES MANAGEMENT





## *On tap year-'round* **HP&AC's January Directory Issue**

*Your product story has lasting sales power in this accepted Buying Guide*

Go strong here . . . it's your best, most economical means of selling the 18,000 KEY engineers and contractors who purchase-control the industrial and large building field. Cover-to-cover attention is assured by:

### **1** DIRECTORY SECTION

Well over 1,000 different products used in industrial and large building heating, piping and air conditioning will be listed alphabetically. Names and addresses of all manufacturers making these products will be indicated. Products advertised in this issue will be classified in a separate section of the Directory together with the names of the firms advertising them. In addition, there will be a listing of all known trade names. This field-specialized Directory is the standard reference book used by your prospects and customers.

### **2** SHOW SECTION

The January 1955 issue will provide extra value with a thorough preview of the 12th International Heating, Ventilating and Air Conditioning Exposition to be held in Philadelphia January 24-28. Subscribers will receive this issue well in advance of the Show's opening. They'll find a listing of all exhibitors and their products, a handy guide to the many displays, complete program information—in short, material of interest to all whether attending or not.

### **3** REGULAR CONTENT

Aside from the valuable Directory feature and impressive Show coverage, the January HP&AC will carry normal editorial content. There will be a full quota of timely articles plus the regularly appearing Journal of the American Society of Heating and Ventilating Engineers. Year after year, HP&AC, as the field-leading publication, consistently serves its advertisers to measurable advantage. Now, for the 21st year, HP&AC again provides with the special January Issue an **exceptional** advertising opportunity.

*Capitalize on this rich opportunity as so many others do each January*

Over 90% of Heating, Piping & Air Conditioning's subscribers (all paid — ABC) state they use the Directory Issue when specifying and purchasing — referring to it in many cases as often as every week. Little wonder so many advertisers use spreads, inserts, multiple pages in January! By taking adequate space to present complete product data, you too without question will reap substantial sales benefits in the months ahead. Reserve space now, or write today for further information.

**KEENEY PUBLISHING . . . 6 N. Michigan, Chicago**



**AIR CONDITIONING HEADQUARTERS**

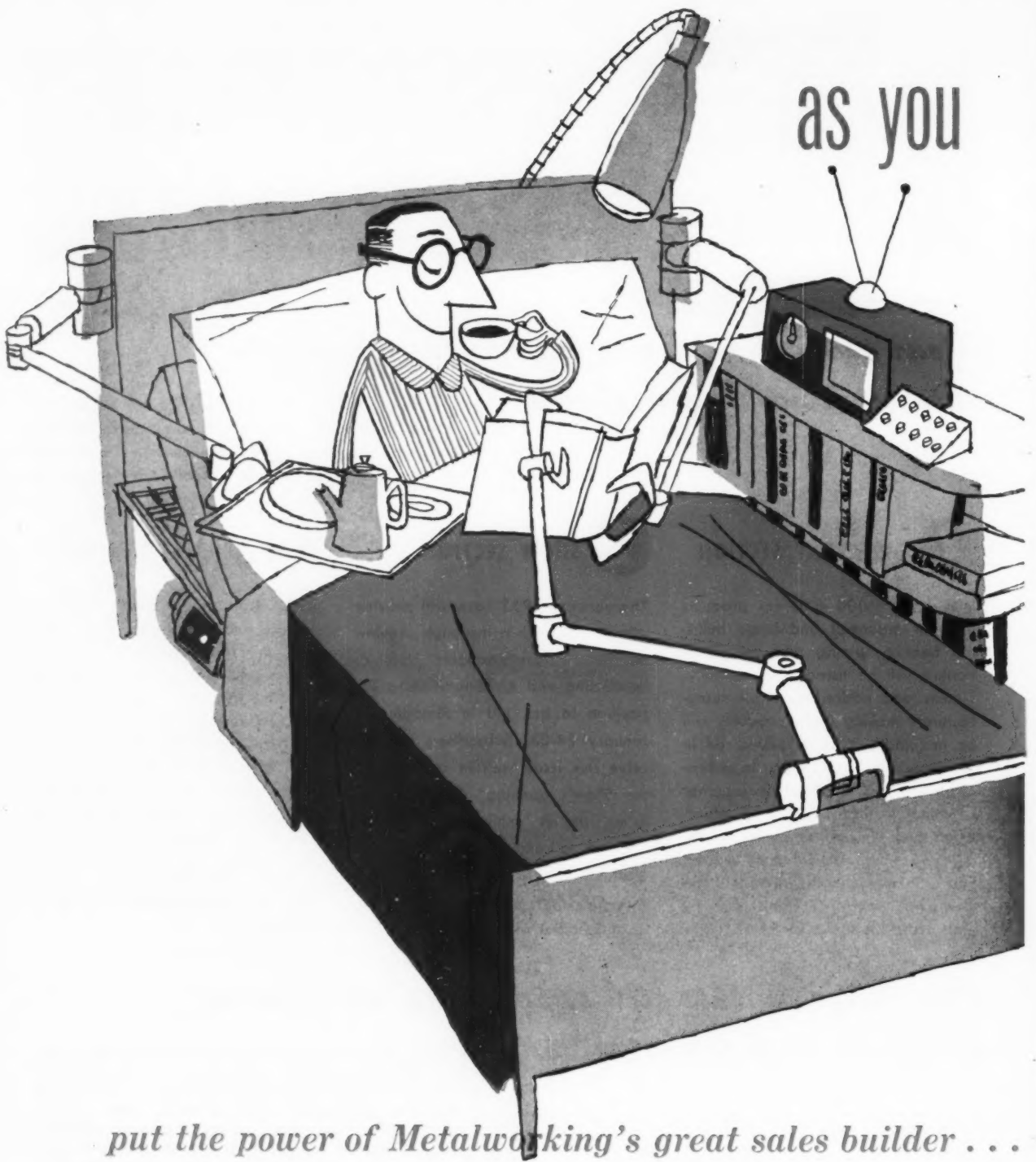


**NEW YORK:** 1734 Grand Central Terminal

**CLEVELAND HEIGHTS:** 3734 Woodridge Rd.

**LOS ANGELES:** 672 S. Lafayette Park Place

NOVEMBER 1, 1954



# make your bed, so you must lie in it

The same is true of *every* business, including the publishing of a metalworking magazine. And although a number of metalworking magazines attempt to serve all major functional groups in this giant industry, *American Machinist* long ago set out to make itself just one thing: the most useful of all magazines to Metalworking's *production engineers and executives*. The results have always been good to live with . . . and never better than now.

By concentrating its editorial pages 100% on the interests and problems of Metalworking's most influential buying group, *American Machinist* has become the most important editorial and advertising force in this \$95-billion industry.

*American Machinist's* 34,000 paid subscribers make up the *biggest* subscriber audience in the history of metalworking magazines. And because this *biggest* paid circulation is *highly concentrated* among production-responsible engineers and executives, advertisers to Metalworking have long found *American Machinist* the most resultful of metalworking media. Currently, over 950 suppliers of the products used and bought by Metalworking invest far more advertising pages and dollars in *American Machinist* than in any other metalworking publication.

Thus, when *you* want a bigger share of the huge metalworking market, it makes sound, sales-wise sense to put *American Machinist* at the top of your advertising schedule. All the reasons why are quickly available from your nearest *American Machinist* representative.

## **Just Out!**

**The complete facts about**

### **THE METALWORKING MARKET**

**what it is—where it is—who buys your products  
—how you sell them best through advertising.**

**52 pages of helpful facts and figures for every company and  
agency selling to Metalworking. Ask, or write, for your free copy today.**



NOVEMBER 1, 1954

... behind your products

THE MCGRAW-HILL MAGAZINE OF METALWORKING PRODUCTION  
MCGRAW-HILL BUILDING, NEW YORK 36  
PUBLISHED EVERY OTHER MONDAY  
MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS  
AND ASSOCIATED BUSINESS PUBLICATIONS

# How to strengthen the heart:

*Saturday Evening Post*  
coverage in America's  
11th county: 11%

*Newark Evening News*  
coverage in Essex  
County, New Jersey:

# 70%

## THE HUMAN SIDE



SEASONING FOR A LION . . . If you want him to help you sell Ac'cent you'd better get on the ball. He's getting bigger every day—and hungrier. . . . Or do you scare customers into buying?

### Lions and a Miss Named Ac'cent

Just what has "Ac'cent"—which happens to be a young lion—to do with Ac'cent—the seasoning—and with a third part of the act, pleasantly accented (as to figure), "Miss Ac'cent"? For that matter, what have all three to do with Lions clubs?

It all began this summer when the Amino Products Division, International Minerals & Chemical Corp., Chicago, presented the Lions Club of America with the lion named for its product, Ac'cent. Amino manufactures Ac'cent, which is monosodium glutamate. You may not have found it in your own home yet but you have surely eaten foods prepared with it: Ac'cent is getting to be the chef's best friend.

Now, back to the lion, the seasoning and the dish called "Miss Ac'cent": Lions clubs raise money for playground projects, summer camps for kids, new outfits for school bands and other causes. And IMCC's Amino Products Division wanted to help the Lions clubs. It gave the Lions the right to sell the Ac'cent Third Shaker Set—which isn't for sale in any other way. (But Ac'cent is sold in food stores all over the country—which means the Lions are selling a nationally distributed product.)

This Third Shaker Set consists of three red-topped glass shakers in a clear plastic rack made to hold what the company likes to call the "three basic seasonings—salt, pepper and Ac'cent." The third shaker contains 98 cents worth of Ac'cent crystals. The set is a \$2.47 value.

Lions clubs may order as many as they please (12 sets to the case) and sell them at \$2 apiece, making a straight profit of \$1 on each sale for the club fund. The clubs don't have to lay out any money. They have 90 days to sell sets after ordering. The company takes back any unsold sets. And it pays shipping costs both ways.

It also supplies club members a specially prepared Lions club sales kit with publicity releases, sales ideas, even counter cards for stores. Lions sell stores on tying in with the fund-raising plan by displaying a Third Shaker Set and an explanation of the Lions club drive. "Telling the public about your fund-raising drive before you start will greatly increase results," company literature suggests. "The tools you need for this campaign are in this simple kit."



# Huge New Markets

**Over 17,000,000 families in the U.S.  
now have incomes over \$5,000 a year**

***Can their buying habits be changed  
to match their new ability to buy?***

While the total number of U. S. families has increased 40% since 1941, the number of families with incomes over \$5000 has increased nearly 990%.

But these 17,050,000 spending units—almost a third of all U. S. “families”—don’t become *new* customers *automatically*.

**How people buy—and their standard of living—are matters of habit. . . And habits are not easy to change.**

Each year we are building more than a *million* new homes. But the purchase of new furnishings—except kitchen appliances—has failed

to keep pace with the number of new houses.

**On their new incomes**, still additional millions of families are amply able to afford new homes or to remodel. Fifty per cent of all families live in houses more than 30 years old. It has been estimated that instead of a million new homes a year, the nation needs a *minimum* of two million, plus home repairs and improvements running into billions of dollars a year.

**Eleven million workers** take the family car to work, leaving those at home without a car—although these families’ *typical* income (\$4000-\$7500) would enable them to *afford* a second car, once they recognized the benefits this added mobility would bring.

**Only 415,196 Americans** went to Europe in 1953. Twenty-six million families (\$4000-and-up) *could* have financed a trip—if they had been convinced of the benefits “broadened horizons” would bring them.

In short, it takes a lot of convincing to move people up from an accustomed standard of living.

Are the advantages of *your* product being made known *fully* to these additional millions of families who *could* be in the market today?

**If you want to assess today’s new marketing potential, send for a copy of “Huge New Markets.”** It will show you the changes in income distribution by families, and shows which groups have grown the fastest. It charts the changes in discretionary spending power from 1929 to 1954. It cites significant changes in age groups and educational level. It plots the population shifts from city to suburbs. It points to the increased marketing opportunities which the new pressures of internal growth are creating. For your free copy, just call or write Dept. S-11.



**Huge New  
Markets**

**J. WALTER THOMPSON COMPANY**  
420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

## SIGN OF GOOD TRAVEL!



Contact nearest United Ticket Office  
or Authorized agent.



\*  
**LOUISVILLE BELONGS  
ON ANY  
SUPPLEMENT SCHEDULE**

### DID YOU KNOW?

The 303,238 circulation total of the Louisville Courier-Journal Magazine is greater than almost two-thirds of the 34 This Week newspapers... ranks above more than half of the 27 American Weekly newspapers... ranks above all but three of the total of 45 Parade newspapers.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

\* **THE LOUISVILLE  
Courier-Journal  
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.



**BEAUTY AND THE BEAST...** We can't answer for the character on the left but the one on the right is a tasty dish. She helps promote Ac'cent, you know. But not in that "dress."

Clubs with extra-special drives in view can put on a fancy campaign, borrowing Ac'cent, the Lion, and Miss Ac'cent. Both will be flown free to "location" by IMCC. Actual selling of Third Shaker Sets will be via house-to-house canvass by Lions club members. And IMCC is seeing to it that these volunteer salesmen are backed up with plenty of rah-rah.

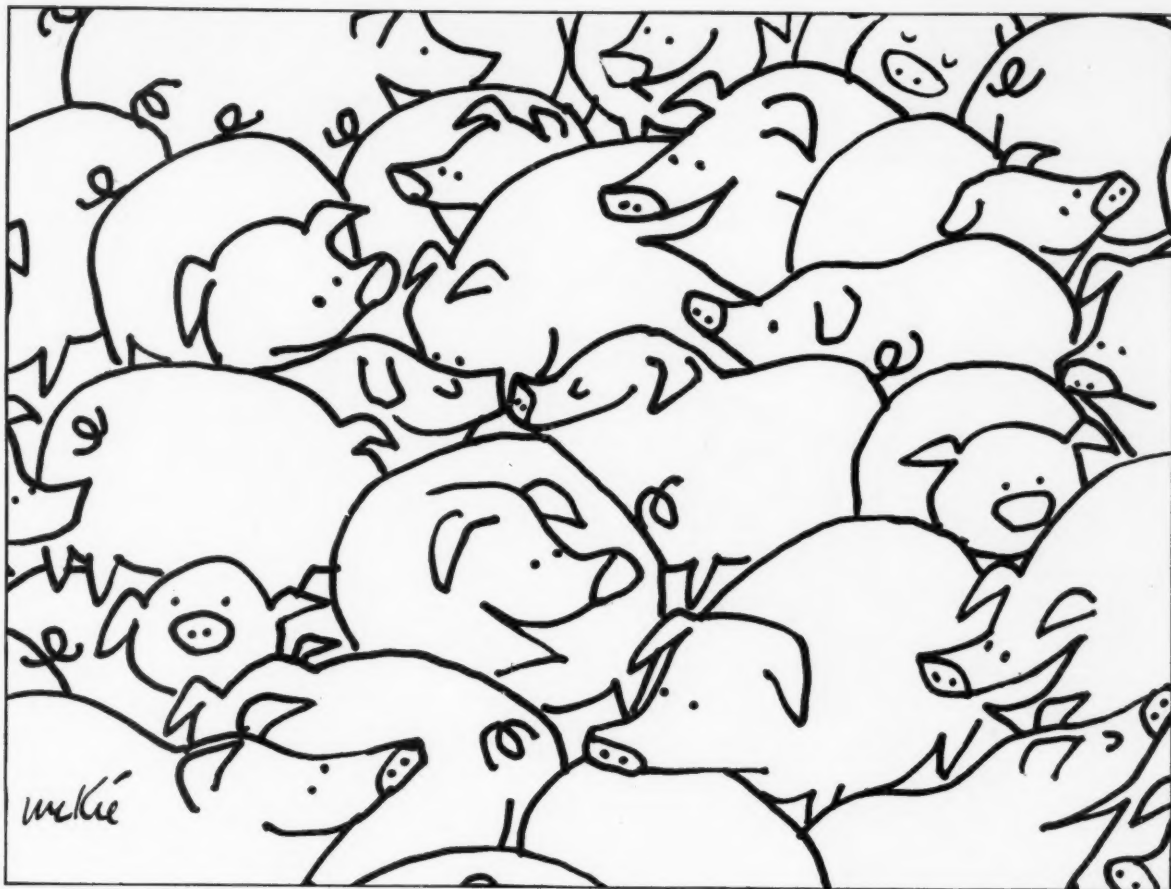
The deal to benefit Ac'cent sales by helping Lions club benefit funds also will aid grocers, IMCC's Amino Products Division executives believe. E. G. Freeman, western sm for Ac'cent, says grocers throughout the country are expected to realize a substantial turnover in Ac'cent packages as a result of the unorthodox plan. The Third Shaker-Lions promotion, as Freeman sees it, combines the best features of home sampling and Gillette razor blade merchandising—"it almost makes you a gift of the razor in order to make you a customer for blades."

He says surveys made by the company definitely prove that a Third Shaker Set in the kitchen is the best way to make a continuing repeat-sale customer. Sets formerly were sold in grocery stores but have been withdrawn for the duration of the Lions fund-raising drives.

All details of the Ac'cent-Lions promotion were ironed out at high level by top officials of both organizations. The idea won the blessing of the Lions International when it accepted the Ac'cent lion as its mascot. It has also been endorsed nationally. The plan is set up on an individual club basis—each local club decides for itself whether it wants to participate in the Ac'cent promotion. Says Freeman, "There have been no turn-downs so far." Direct mail, and advertising in the organization's publication, *The Lion* acquaint clubs with the details of the plan. Ac'cent brokers also contact club officials. A number of clubs are writing in voluntarily for participation details.

IMCC executives hope that the promotion will introduce the Third Shaker Set to millions of new homes, make millions of new customers for Ac'cent... and millions of dollars for the 10,000 or so Lions clubs. The program seems to illustrate how a suitable product or enterprise may gain effective promotion through a tie-in with an unselfish operation.

But oh, that Miss Ac'cent!



When all your little pigs get to market...  
that's better farming!

Top hog farmers get far more pigs per litter—have far fewer pig casualties—get far more to market than average farmers.

In all types of farming, the better farmers are producing more efficiently, earning more—and spending more to *live* better.

This magazine's job is to keep top farmers abreast of the best—and to help *more* farmers become better farmers.

So we are changing *Country Gentleman's* name to make it more indicative of its aim . . . *Better Farming*.

All our editorial pages are working toward this one goal. And because farmers need *products* to achieve this goal, advertising has a greater selling opportunity in the magazine dominated by this one purpose . . . *Better Farming*!

Starting in January—Country Gentleman is changing its name to

A Curtis publication **Better Farming**





**BLINDED BY TEAR GAS** but still shooting, a killer, twice-escaped from prison, staggers out of a Los Angeles bungalow into the arms of Sergeant Friday and his partner. Jack Webb,

as Sgt. Friday, stars in this true-to-life series based on actual police cases. With "Badge 714" began a race against time in which millions of dollars are involved. Air Express helps NBC win it.

# "DRAGNET!"

How the top detective drama of all TV networks is also seen locally in 152 markets as "Badge 714"

Continuing its highly successful run as the leading program on the NBC-TV Network, "Dragnet" has proved so popular that, in addition, it is being re-run throughout the country as "Badge 714." This local syndication schedule is made possible only by Air Express.



**KHQ-TV, SPOKANE**  
—\$8.55 less\*

POLICE FILES provide the material that keeps about 65 million Jack Webb fans glued to their TV sets each week. A large percentage of them see him under syndicated (locally sponsored) title "Badge 714." Schedules to the 152 syndicated markets are rigid. Air Express gets the film there on time.



**WHO-TV, DES MOINES**  
—\$3.47 less\*

JACK WEBB INSISTS that sets be built to duplicate Los Angeles Police Headquarters, to the very door knobs! It is this passion for realism which attracts audiences for "Badge 714" worth millions of dollars to sponsors. NBC can't afford to have film arrive late, and so it is shipped regularly by Air Express.



**KFEL-TV, DENVER**  
—\$5.51 less\*

FROM BIG CITIES and small towns, people write in to ask whether Sgt. Friday isn't an actual member of the Los Angeles Police. Many television stations are in cities with no airline connections, but Air Express connects through Railway Express. "Badge 714" films get there on schedule, just the same!



**KXLF-TV, BUTTE**  
—\$4.87 less\*

A MADMAN tried to blow up the Los Angeles City Hall. Jack Webb made it into his first NBC "Dragnet" show. Now it's making history again as "Badge 714," the hottest syndication property in the industry. "Air Express makes our syndicated operations possible," says NBC's Frank Lepore, head of Film and Kinescope Operations.



**WLWA-TV, ATLANTA**  
—29¢ less\*

THEY CALL IT "BICYCLING." Every week, NBC Film Exchanges in New York and Hollywood have 4,000 film or kinescope programs in circulation to and from stations. This method, called bicycling, saves thousands of dollars in film and shipping costs. It is only possible by Air Express, with its ability to pinpoint shipments.



**KSD-TV, ST. LOUIS**  
—63¢ less\*

HUMAN ERROR does occur. One film arrived in Springfield, Missouri, addressed to Station WICS. The Air Express Agent wired NBC, "No WICS in city. Please advise." The film was trans-shipped to Springfield, Illinois (where there is a WICS) and arrived in time! Alert agents protect against error or changing circumstance.

gets there first via **Air Express** 

U. S. Scheduled Airlines...call Air Express...division of Railway Express Agency.

\* Less than any other air service (from N. Y.) that includes door-to-door pickup and delivery. "These are examples of what we save on 87% of our air shipments by using Air Express. With 97,000 NBC shipments a year, the figure is impressive. The one thing that impresses us more is Air Express service."—Frank C. Lepore, Mgr., Film and Kinescope Operations and Services.

# TODAY'S HEALTH

grows in stature and importance!

## here are the reasons:

- In 1954 TODAY'S HEALTH has added 73,158 physician subscribers.
- In 1954 TODAY'S HEALTH has added 34,207 practicing dentists.

Added to the 31,915 existing physician subscribers, we now have a total of 105,073. And, added to the 10,979 existing dentist subscribers, we now have 45,186 or a total of

**150,259**

copies of TODAY'S HEALTH going into Doctors and Dentists reception rooms. This is in addition to the individual, home-delivered subscriber list of more than 180,000.

## MAXIMUM READERSHIP

Multiple or maximum readership is exactly what every advertiser seeks to buy for his advertising dollars; for maximum readership means

a—Market penetration      b—Attention-impact      c—Results

When obtained legitimately, multiple readership figures are a true measure of the "exposure" your advertisements will get. Some will be "snapshots"—Some will be "time exposures".

## TAKE A "SNAPSHOT" OF TODAY'S HEALTH

Surveys show that individual, home-delivered copies of Today's Health are read by an average of 6 persons each issue.

**6 x 180,000 = 1,080,000**

Surveys of reception room readership show that Today's Health is picked up and read by an average of 4½ persons a day . . . and the reception room is open 27 days a month.

**4½ x 27 x 150,259 = 18,256,468**

Together they total

**19,333,468**

## ● PRE-SELECTED MARKET

Here then is a preselected market. A health-minded, home management market for all manner of consumer goods contributing to health protection, health care and healthful living from infancy to old age.

And remember, the people who read TODAY'S HEALTH are not seeking romance and mystery . . . instead they are seeking information as a matter of immediate concern or as an intellectual interest. In TODAY'S HEALTH your sales message come to them when they are in the right "mood" to consider all of the things required to raise a family.

Just ask for a sample copy of the current TODAY'S HEALTH and the complete DATA FILE.

Phone, wire or write

**TODAY'S HEALTH**

American Medical Association

535 N. Dearborn Street — Phone: WHiteball 4-1500

Chicago 10, Illinois

SALES MANAGEMENT



## COMMENT

### So You Think You Have Problems!

Most of us are inclined to wail when things begin to get a little tough in catering to customers we think we know well and who we have had every reason to believe were quite happy with our products. The sales executive who believes he has problems probably would think twice before changing places with the sales chiefs of the cigaret companies today.

The cigaret industry is faced with not one but five major problems which demand skilled management attention, all at the same time:

1. Swiftly changing consumer taste.
2. An influx of new brands.
3. Increasing health consciousness on the part of the public.
4. Price differentials.
5. Rise of new mass outlets.

Commenting on these factors, Lewis Gruber, vice-president, director of sales, P. Lorillard Co., (Old Gold, Kent), told the Boston Conference on Distribution:

"The tobacco industry today is undergoing one of the greatest periods of change and upheaval since Americans first started smoking cigarets before the Civil War. . . . The speed with which these changes have been taking place has led many to call them a 'revolution' . . . From the more sober viewpoint of the tobacco industry itself, they constitute an 'evolution' to which the industry can and will adapt."

Most of us, looking in on the tobacco industry from the outside, would quite properly call any one of these five major factors a "revolution." But Lew Gruber, representing a company that has been in the tobacco business continuously for 200 years and in an industry that has its origin centuries ago, knows that his immediate sales job is to adapt his products to today's markets. Gruber reminds us that if we want a true example of the revolution in marketing of cigarets, we must go back to 1914 when the blended cigaret of today was introduced and which gradually eliminated the old "standard" brands of Turkish type cigarets.

We doubt that any other industry will be faced with the need to make so many fundamental changes all at the same time—each having so much to do with the survival of a company. But you could be faced with at least one of these problems, and most of you are. So you'll be interested in how change comes about and how the tobacco industry is keeping pace with consumer taste.

**Changing consumer taste:** The tobacco industry was not as lucky as most industries in having consumer taste change slowly. "Reliable estimates indicate that over-all sales of standard cigarets fell 50% in the first half of 1954," points out Gruber, "compared with the same six months of 1953, while sales of king-size cigarets increased by 5% and filter tip brands showed an astounding increase of 198%. These same estimates indicate that 10 out of every 100 American smokers are now buying filter tip cigarets and 29 out of every 100 are buying king size cigarets. The so-called 'regular' cigarets still hold the loyalty of 61 out of every 100 smokers . . . The role of the prophet is a

## A "Special" GIFT!



**FANCY SMOKED TURKEYS  
GEESE • CAPONS**

FOR THOSE "SPECIAL"  
NAMES ON YOUR LIST —  
YOUR CUSTOMERS, ASSOCIATES,  
FAMILY and FRIENDS

Superb, broad-breasted birds which have been slowly cooked in natural hickory smoke to flavorful, juicy, tenderness — those are Custom Smoked Turkeys, Smoked Geese and Smoked Capons. Not dry and wooden, but juicy and with a rare flavor unequalled by any others you may have tasted. Each bird is a beautiful, golden brown—a picture to behold, a taste treat that will be long remembered.

They are beautifully wrapped in a gaily decorated carton and a gift card is enclosed. Shipped postpaid anywhere in the U. S. Arrival in perfect condition is guaranteed anywhere within Railway Express delivery limits.



We are interested in getting complete details and prices on Custom Smoked Turkeys, Geese and Capons.

Name of Firm \_\_\_\_\_

By \_\_\_\_\_ (Title) \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

**CUSTOM FOOD PRODUCTS Inc.**  
DEPT. 5E  
701 N. WESTERN AVE., CHICAGO 12, ILL.

# WHICH DOES YOUR SALESMAN GET...



## O.K.? .....or K.O.?

Salesmen sometimes neglect to sell the PA on their product, and their company as a supplier. What happens then is very simple. The order goes to a competitor. That's a "K.O.!"

Successful salesmen, on the other hand, sell the PA first, last and always. They know that two buying groups have to be sold — not only plant executives, but purchasing executives, too. To get the order, they know they need the Purchasing Agent's "O.K."

Advertising can help you sell the PA and keep him sold. That's why so many leading industrial advertisers use *PURCHASING* Magazine.

Since 1915, *PURCHASING* has been the PA's own magazine — the unchallenged leader in its field. Proof of the value of its editorial service and its high readership is *PURCHASING*'s high renewal rate — 80.9%! And *PURCHASING* Magazine gives you the greatest available coverage of industrial purchasing agents.

*If you sell an industrial product...*

*put PURCHASING power behind it!*

### **PURCHASING MAGAZINE**

205 East 42nd Street, New York 17, N. Y.

*The basic magazine on any industrial advertising schedule!*

NBP

ABC

BPA



A CONOVER - MAST PUBLICATION

thankless one, but I would not be surprised to see, within two years, 40 out of every 100 smokers smoking filter tip cigarettes—and most of these undoubtedly will be in the king size."

**Increase in number of major brands:** "Since January 1953," points out Gruber, "approximately 15 major new brands or sizes of cigarettes have been placed before the American smoker. Backed by large advertising expenditure and strong promotion, most are finding a good market. . . . Today there are at least 20 brands or sizes selling more than one billion cigarettes a year. Five years ago, when the new consumer taste began to take form, there were only 10."

Gruber also throws in the reminder that competition from so many major brands is nothing new in his industry. Before World War I, there were literally hundreds of brands on the market and as late as 1940 the distributor was carrying twice as many brands as he does today.

**National concern with health:** "... This anti-cigarette publicity (the history of which is as old as tobacco itself) has had very definite effects," declares Gruber. "It has most certainly stimulated the growth of filter cigarettes. It has led to a broad search for new and still more effective filters which undoubtedly will mean more new brands in the years to come. And it has led to a concerted scientific effort to determine in the laboratory the truth or falsity of certain adverse medical claims."

**Pricing:** Each manufacturer of a standard size cigarette no sooner had brought out a king size and priced it than he was faced with the problem of bringing out a cigarette in standard size with filter, and due to the growing popularity of the king size, he is now being forced to bring out a combination of king size and filter tip and pricing it! Price has now become an important factor in the marketing of cigarettes. For example, among the filter tip brands, there are now five wholesale price levels.

The great variety of prices creates a serious problem in distribution. The so-called premium price brands of cigarettes are almost automatically barred from the great majority of automatic merchandising machines, because the machines are not equipped to sell in more than two price ranges. Hard fact: 16% of all cigarettes are dispensed through vending machines! Some machines are capable of handling 11 to 20 brands and in various packagings now being developed, but as Gruber points out "obviously, 475,000 cigarette vending machines cannot be replaced overnight."

**Rise of mass outlets:** "Food stores as a group," Gruber reminds us, "today constitute the greatest single retail outlet for cigarettes. In turn cigarettes have become the largest selling packaged product of these food stores, accounting for more than seven cents out of every dollar spent in the average chain's grocery departments. This is more than is spent on soap and detergents. More than coffee. More than bread."

"This year-by-year increase," Gruber continues, "in food and drug store cigarette sales has been accompanied by an equally steady increase in sale of cigarettes by the carton rather than by single pack. Today, an estimate of 50% of all cigarettes are sold by the carton."

It may be a surprise to some to hear that a new brand of cigarettes has a good opportunity to crack the chain stores. "Despite their large stake in cigarette sales," says Gruber, "the mass outlets watch turnover—that all important word—with very sharp eyes. . . . They tend, naturally, to be worried of new and untried brands. But preselling, and the pressure of consumer demand for the filter tip and king size cigarettes has broken down such hesitations. Today, any new cigarette put out by a major company—and which these retail outlets know will be backed heavily by advertising—can get a chance to prove itself in the market place."

## CIVIL ENGINEERS OVERSEE

## EVERY HEAVY CONSTRUCTION JOB FROM INITIATION THRU COMPLETION!

Recently, the vice president of one of America's largest construction organizations commented on how civil engineers control construction. He said:

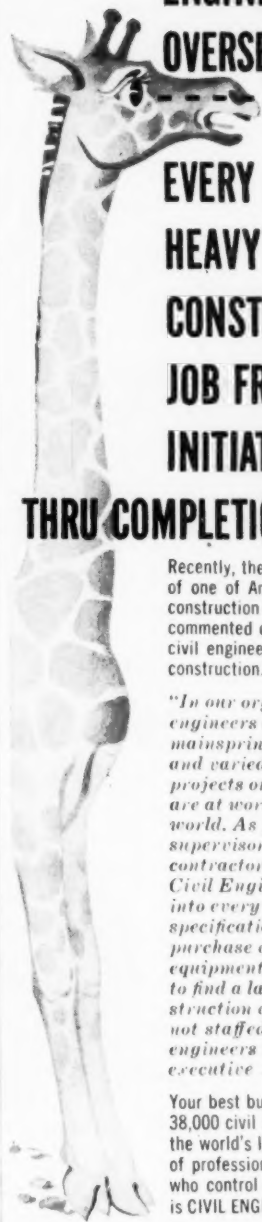
*"In our organization, engineers are the mainspring of the large and varied construction projects on which we are at work round the world. As planners, supervisors and contractor executives, Civil Engineers enter into every phase of specification and purchase of materials & equipment. It's difficult to find a large construction organization not staffed with engineers on an executive level."*

Your best buy for selling 38,000 civil engineers—the world's largest audience of professional men who control construction—is CIVIL ENGINEERING.

**Engineers are educated  
to specify and buy.**

## CIVIL ENGINEERING

The Magazine of Engineered Construction  
THE AMERICAN SOCIETY OF CIVIL ENGINEERS  
33 West 39th Street, New York 18, N. Y.





### New York Sunday News Sections circulation & percentage of family coverage

<b>Full Run</b> . . . . .	4,081,149—total city, suburban, and country
<b>Country</b> . . . . .	1,570,237—outside New York City and fifty mile zone
<b>Country Split Run</b> . . . . .	785,119—every other copy in the country edition
<b>City &amp; Suburbs</b> . . . . .	2,510,912— <b>63.2%</b> , in New York City and fifty mile zone
<b>Split Run</b> . . . . .	1,255,456— <b>31.6%</b> , every other copy in New York City and suburbs
<b>Manhattan</b> . . . . .	1,167,184— <b>64.1%</b> , in Manhattan, Bronx, Staten Island; suburban New York, Connecticut and Northern New Jersey
<b>Manhattan-Bronx</b> . . . . .	687,685— <b>62.4%</b> , in Manhattan, Bronx, Staten Island
<b>Westchester</b> . . . . .	159,824— <b>65.5%</b> , in Westchester, Fairfield and Putnam counties
<b>Brooklyn</b> . . . . .	1,014,335— <b>66.8%</b> , in Brooklyn, Queens, Nassau and Suffolk counties
<b>Kings</b> . . . . .	480,092— <b>60.3%</b> , in the borough of Brooklyn only
<b>Queens-Long Island</b> . . . . .	534,243— <b>74.0%</b> , in Queens, Nassau and Suffolk counties
<b>Queens</b> . . . . .	312,181— <b>67.6%</b> , in the borough of Queens only
<b>Nassau-Suffolk</b> . . . . .	222,062— <b>85.3%</b> , in Nassau and Suffolk counties
<b>Newark</b> . . . . .	329,393— <b>52.1%</b> , in Newark and adjacent Southern New Jersey counties
<b>Passaic-Bergen</b> . . . . .	196,792— <b>67.5%</b> , in Passaic, and in Bergen and Sussex counties
<b>Hudson</b> . . . . .	114,467— <b>66.7%</b> , in Hudson county, except Arlington, East Newark, Harrison and Kearny

Source: Annual Audit, Sept. 27, 1953, as filed with the ABC





## Want to make good in Westchester?

*Do you crave a clientele in the chips? Make something that goes strong with the station wagon set? Sell best to the best? Then Westchester is just what your sales engineers ordered!*

ONCE you had to buy a big bundle of New York newspapers even to whisper in Westchester. But no more! The New York News has the largest Westchester circulation in a special section—that reaches 65% of the families in the well-to-sell County.

The Westchester Section is one of eleven Sunday News Sections... with about one-sixth million circulation. The Nassau-Suffolk Section has almost a quarter-million. Up the scale are the Queens and Newark Sections, almost a third-million; Queens-Long Island with more than a half-million, Brooklyn and Manhattan Sections with a million plus!


The Sections match the convenience, cash,

and production of any advertiser... permit intensive cultivation of a segment of the metropolitan market at a time... localized distribution, promotion, or advertising appeal... copy testing in a cross-section of the market... and give greater coverage than any other locality media, at lower cost!

THESE Sunday News Sections have sold every kind of merchandise, and in every price range, delivered volume to retailers for years... have unsurpassed cash register records!

If you want to win in Westchester, or get business in any other part of the New York market—ask any News office, for the facts.



THE  NEWS, New York's Picture Newspaper with more than twice the circulation, daily and Sunday, of any other newspaper in America...

220 East 42nd St., New York City... Tribune Tower, Chicago... 155 Montgomery St., San Francisco... 1127 Wilshire Blvd., Los Angeles

# It's time to be

# bold

Orders harder to get? Competitive pressure increasing?

Where is the management who won't agree it's time to urge the sales force to fight harder—to step up its sales calls—to develop more new customers?

Grabbing the initiative in times like these is what makes new leaders. The company that steps out boldly today capitalizes on competitive weakness. It pushes volume to win a larger share of available business. It improves its industry position and challenges old line leaders.

Yes, this is the time to be bold—in selling—and in advertising. The company that aspires to leadership makes no little plans.

It hits—and hits hard with everything it's got. It demands that its advertising work harder—that its impact be increased—that its contacts be stepped up. Alert management today is giving advertising *more* jobs to do, in order that its sales force can become *more productive*. Has your company raised its sights to fight harder with advertising?

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**THE PENTON** PUBLISHING COMPANY

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PENTON BUILDING • CLEVELAND 13, OHIO



## Take Your Eyes Off Wall Street

We don't pretend to be stock market prognosticators, but if we were trying to prejudge the near future in security prices, we would have to hoist a flag of caution. It will be easier, we think, for prices to go down than to go up. It seems quite possible that the market, going up as it did when business was going down, was forecasting a year or so ahead. If it's true that business is now out of the little valley and at least on a gentle plateau, it seems to make sense to believe that big investors may be saying, "We've got what we were predicting; now we'll cinch some of our profits and wait for a more advantageous spot for our surplus funds."

All of which is to say: Don't get the idea if security prices go down that business prospects look bad. Stay as far away as possible from Wall Street—at least as a forecaster of business conditions in the near future. See charts next page.

We were very impressed by an article by Sumner H. Slichter in *The New York Times* Oct. 3. He said, in part: "How does the unusual condition of a boom in stock prices in the midst of recession affect business? Has

the stock market boom substantially assisted revival of business? Have higher stock prices stimulated consumption expenditures by making stock owners feel richer and thus better able to afford consumption goods? Have they stimulated investment spending by making it easier to sell new issues and thus to finance new projects? Finally, have they stimulated the economy generally and fostered business confidence simply by being in themselves evidence of the confidence that investors have in the future?"

"Certainly it is helpful to have stock prices going up in the midst of recession rather than down. A substantial drop in stocks would have worried many owners of securities; it could have hindered the financing of new projects; and it would have aggravated any loss of confidence instigated by the recession. And yet, useful as the bull market in stocks has undoubtedly been, I do not believe that it has been a major influence for recovery."

That makes sense. And we believe the opposite will be true—that if there's a minor bear market in stocks it will not be a major influence for further recession in business.

## THE BIG-MONEY SALESMAN

I have just finished reading a new book on selling which deserves high ranking on originality and practicality. It is called "How to Sell Your Way into the Big Money" (Citadel Press) and the author, Vincent F. Sullivan, has been for over 30 years a top sales executive of the highly successful *New York News*. I think you will get some good ideas from it which you can both apply to yourself and pass on to your salesmen.

The book just "isn't" for the unambitious salesman satisfied with a hundred bucks a week. Sullivan writes for the man who wants to double his income in three years, earn \$20-\$25,000 in five years and hit the big money—\$50,000 and up—in 10 years! He really covers the waterfront of selling—with such unusual chapters as those on how to dress, how to develop better memory, how to handle liquor, how to treat the distaff side, how to get along with the boss, and dozens of other *practical* sales problems.

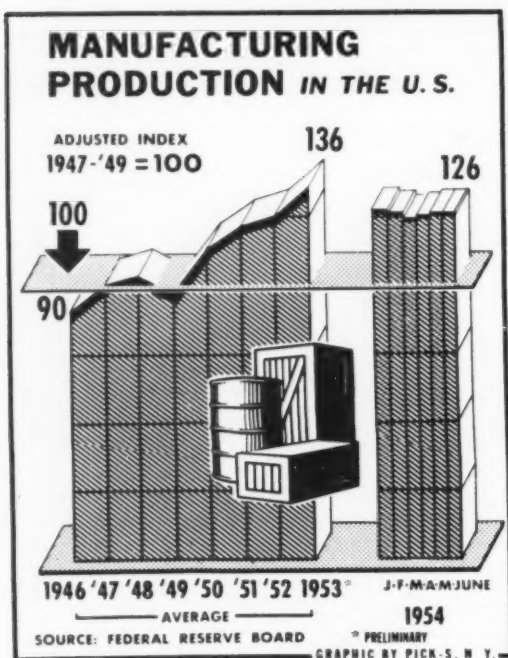
There's a question in my mind as to whether you would want to put the book in the hands of *all* your salesmen—but no question as to whether *you* would enjoy it or would be able to excerpt ideas for your men. A prime example of why anybody who approves salesmen's expense accounts might shudder at having his salesmen get the full treatment from the book is the chapter on Entertaining. The author tells about entertaining the client who would like

to be taken to lunch at New York's famous-and-snooty "21" Club. He says, "Don't go to '21' unless you are shooting for a really big deal. If it is a big deal, here is how your money will divide:

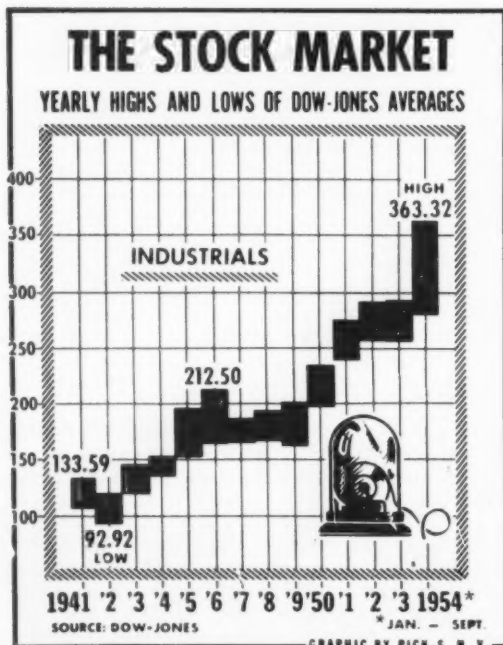
Tip to the doorman when you arrive	\$1.00
Tip to Eddy, the greeter	\$1.00
Two cocktails each before lunch	\$3.60
Simple lunch, with a few extras	\$20.50
Two brandies	\$4.00
Tip for waiter	\$8.00
Tip for captain	\$5.00
Tip for escort to door	\$5.00
Tip for two hats	\$2.00
Tip to doorman when leaving	\$1.00
	<hr/>
	\$51.10

B-r-o-t-h-e-r! Put yourself on the okaying end of that one! If it's dinner, Sullivan writes, be prepared for an \$85 tab for two—or something over the \$100 mark if you order wine.

But don't let that nonsense about buying favoritism throw you off, for it's an otherwise sound book, worth many, many times the \$3.95 it will set you back. Every man who reads it is almost certain to raise his sights a few notches. Maybe, after all, you might consider buying copies for all your salesmen, but tell them that the chapter on Entertaining is strictly out of the Arabian Nights.



INVESTORS TRY to anticipate business conditions one-to-two years ahead. The averages have been saying for a year (when manufacturing production was going down), "Business will be better in fall 1954 and 1955." As you see, there's no immediate correlation between security prices and the level of business. Don't be alarmed, then, if stock prices drop off after their steep rise. See preceding page.



## HOW AD AGENCIES HAVE CHANGED

When many of us were cutting our marketing teeth, advertising agencies rendered a copy and art service, and assisted in purchasing space or time. Many of them grew up by deliberately and carefully inculcating the idea that selling and advertising were poles apart. Thousands might be good salesmen but it took a rare type of God-given genius to head an advertising agency. Clients shouldn't ask questions. Clients shouldn't "meddle" with agency copy or art or media selections.

How conditions have changed! We were reminded of it by a current announcement that McCann-Erickson, Inc., has been named by the Bulova Watch Co. to handle its \$4 million account effective Jan. 1. The account had been handled by The Biow Co., Inc., for some 33 years. . . . John H. Ballard, president of Bulova, in making the announcement told of how the choice was made:

"Before appointing McCann-Erickson, we carefully considered 20 different agencies. Several factors led to our selection of McCann-Erickson. These were this company's preeminent positions in the creative, marketing and research fields. Today's highly competitive buyers' market places a greater premium than ever before on these vital advertising agency qualifications."

Twenty-five years ago very few agencies felt that either marketing or research was a vital or necessary function. Perhaps it was something that rather grudgingly they offered to some very big accounts that could be demanding, but few thought of marketing or research as a necessary and valuable agency function.

The pendulum has swung abruptly. Now it's the unusual advertising agency that tries to make a clear-cut differentiation between selling and advertising.

## RECOMMENDED FOR FOLLOW-UP

From time to time readers will find in this department paragraphs similar to the following ones, where *possible* trends will be outlined in brief. Some of them may turn out to be duds, but they look sufficiently promising to deserve a careful look-see and follow-up.

1. In the past, the government has frowned upon exclusive dealerships—where the manufacturer dictates that the retailer carry his line and his line only if he wishes to retain the franchise. There is evidence now that the Federal Trade Commission has switched its stand and takes the point that damage to competition must be *proved* before exclusive dealerships are found to be illegal.

2. Are you losing business because of bad timing? We find that a number of manufacturers wanted to advertise in our Sept. 10 corporate Christmas gift issue, but couldn't do it because they weren't ready with their packages and their gift wrapping. One big company explained that it was so late in getting out its material that it had abandoned the idea completely of doing anything about Christmas gifts this year. \$1 million in sales may have gone out the window of that company because someone waited too long.

PHILIP SALISBURY  
Editor

SALES MANAGEMENT





*These hands tell an important sales story—of an inquiry that was followed up with sales literature, and led to an order.*

## **422% more orders from your sales calls . . .**

*when advertising gets your literature there first*

Impossible? It takes only a minute to read the whole story. According to a national survey by the Sales Executives Club of New York, salesmen selling to the industrial market average only 9 orders per 100 cold calls . . . but this average jumps to 38 orders per 100 calls when the prospect has received and studied the company's catalog or similar sales literature. Consider what this means to your company's sales. If your advertising succeeds in drawing inquiries, and if you follow up those inquiries, your salesman's chances of getting an order when he makes his call go up 422%!

Here's one of many good reasons why more and more advertisers who sell to the aviation market are turning to *Aviation Age*. For *Aviation Age* consistently develops more inquiries for its advertisers than all other aviation magazines combined! Average number—7,500 inquiries per month.

And these are *worth-while* inquiries, because *Aviation Age's* readers are the technical management men throughout aviation who buy or influence buying.

Want to know more? Just drop us a line. We'll be glad of the chance to follow up *your* inquiry with sales literature, and a call from one of our representatives.

*The magazine of*  
**Aviation's Technical Management**

A CONOVER MAST PUBLICATION

**NDP**

205 EAST 42ND STREET  
NEW YORK 17, N. Y.

**SFA**



# Eavesdropping on Muffled Sales Calls

Manners, morals, and management failures are painfully real at the point-of-sale. You could have sat on the seat occupied by a Sales Management reporter in the office of Conrad Hilton Hotel's purchasing agent. Try it yourself.

BY DAVID J. ATCHISON

"Purchasing is a profit-making job!"

The usual Tuesday line of salesmen sit in a row like sparrows on a telephone wire, studying this printed motto on the wall of the purchasing department of the world's largest hotel, The Conrad Hilton, Chicago. Sign is the tip-off that salesmen have to be good to sell this prestige account.

Are they good?

Says Irving Shure, purchasing agent for The Conrad Hilton, "The word 'selling' is a misnomer as far as the job of calling on institutions goes. Salesmen who cover institutions should put *service* first, and their products should help us to perform our own functions better within the hotel. This kind of selling involves knowledge of product technicalities. You'll find that most of these salesmen haven't the first inkling of their own product's technical aspects. Interrupt their canned speech to ask a technical question, and they're lost."

As an example Shure cites the case of the wastebasket salesman who called on him recently. A wastebasket in a hotel room takes a terrific wall-opping. It must withstand the shock of broken bottles tossed into it, resist burning cigarette butts. It must be waterproof to keep liquids from oozing onto expensive carpeting.

The salesman extolled to Shure the attractiveness and reasonable price of the basket.

"But what gauge is the metal? What adhesive is used to stick the leatherette to the metal?" Shure asked him. "Would a good squirt of seltzer soak it off?"

Salesman's reply: "Huh?"

"It's hard to believe, in this modern age of sales training," Shure says, "but most salesmen seem to have been told if they call on enough people every day, they are bound to make a couple of sales. Yet the *successful* salesman knows his product, knows his home plant and its manufacturing

processes. He can quote prices. He can answer questions. He's a walking encyclopedia on his product. And why not? His living depends on selling it."

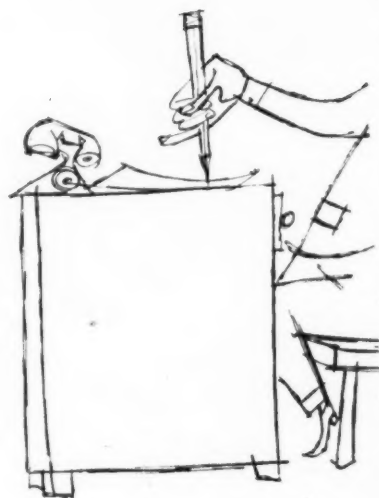
Shure and Assistant Purchasing Agent Ray Bukal agree that there is a "tremendous misuse of catalogs. Plastic ring-bound, full color, enameled stock jobs, costing the sender a probable \$5 to produce, seem to be sent out without forethought. Last week a beautiful catalog came in—selling dairy cattle equipment! Were we expected to turn the hotel roof into a pasture and put out our own herd?"

The Hilton officials also cite misuse of catalogs by salesmen during in-person calls. "The negative approach: A man comes in, slams his catalog down on the desk, chatters like a monkey and flips through the pages. Before you can get your eyes focused on him again, he's standing there with pencil poised over order pad."

"Best approach: 'My name is Jones from the Fictitious Corp. Our business is plastics for institutional use. Somewhere in your organization you may have a problem. Here's what we're now producing (showing catalog) as stock merchandise. If there's any way we can work with you or help you with a problem, we're anxious to do so. Here are specifications and prices . . .'"

A purchasing agent for a hotel, hospital or other institution, in Shure's opinion, "*knows* what is wrong with an item and looks for points of failure. He must know technicalities. When he needs this kind of information he seldom calls the salesman—he almost always contacts the sales manager. The Conrad Hilton stocks over 1,500 products from pen points to boilers, and we must know all about them."

There is more to running a hotel than changing the sheets on the beds every day. In a house the size of the Hilton, the maintenance department has many subdivisions. Each requires



materials for its own "business," practically enters the manufacturing phase. The upholstering shop, for instance, buys every item purchased by a manufacturer of furniture. This applies also to catering, carpentry and other departments.

It is Bukal's task to receive salesmen every Tuesday. He and Shure talk with from 50 to 75 salesmen a month. A typical morning's session observed by a SALES MANAGEMENT reporter included men selling, or attempting to sell, pressure sensitive imprinted tape, toilet tissue, desk staplers, petroleum products, paper-board cartons, tailor-made bank checks.

By noon there had come and gone:

The toilet tissue salesman, Mr. Tall - Dark - and - Handsome entered Bukal's office, introduced himself. This fugitive from a movie screen was selling his product in no uncertain terminology. For added emphasis he reached in his jacket pocket, produced a wad of the tissue and threw it across Bukal's desk. His opening line: "Is such poor quality toilet paper a necessary evil to a hotel?"

Before Bukal could reply, the tissue Lothario went on: "I stayed here last week during the Paper Show, and I heard a number of comments about the poor quality of your toilet paper. It was not, shall we say, soft to the touch."

Bukal: "Oh?"

The salesman then dug into his



sample case for a package of his company's paper. "Let's compare this with what you're using. See the difference? Ours is much whiter and much softer and yet it's stronger. By the way, whose tissues are you using, Mr. Bukal?"

When told, the salesman raised his eyebrows, assumed a pained expression. "Is that so? I'm sorry, I've never heard of them."

Bukal: "Does your tissue come in more than that one size?"

Lothario: "Yes, in three sizes. And here are our prices" (quoting).



"He strode into the office."

Bukal: "Pretty high, aren't they?" At this point, the salesman leaned over the desk confidently. "Is it really price that you want? What about guest comfort?"

Bukal explained patiently that he was able to get a good price by case lots from the present supplier, and that no guests to his knowledge had ever accused The Conrad Hilton of putting sandpaper in the lavatories.

"Well," the salesman persisted, "we couldn't do it on this high grade tissue. This is used by one of the plushy hotels on the Gold Coast. We do have a lower grade that is still better than the one you're using. And it's double fold. Yours is single fold."

"What did you say?" Bukal demanded. "We do not use single fold paper. Let me show you." From the stockroom he produced a package of toilet tissue, ripped it open, drew out a sheet and unfolded it—twice. "You didn't get that paper from one of our bathrooms. Now, look," leaning over



"Letting him in on a deal."

to compare, "our paper is actually whiter and softer than yours."

Showing signs of embarrassment, the rapidly deflating salesman said: "That throws a different light on the subject."

Bukal: "The tissue we use is every bit as good as yours, and far less expensive. Where did you say you got this single fold stuff?"

Salesman: "I'm not certain now but," attempting to swing the conversation, "I'll have to check on the double fold price."

"If anything, I'd want a better grade than your sample shows."

Indignantly, the salesman blurted out: "But you're not going to get a lower grade than the one you're using!"



"Let me show you."

After moments of embarrassed silence, he went on: "I could sit here all day and extol the advantages of our product. But the best way is to put it in your hands."

Bukal picked up the wad of paper the once self-assured salesman had thrown onto the desk. "I can't understand this. You certainly didn't get it out of one of our bathrooms."

"Well, I guess I must have spent too much time at the bar. You know how conventions are. Maybe I wandered into another hotel and picked it up. Well—I—thank you for your time."

After the salesman's hasty exit, Bukal remarked: "When he walked in here, I was ready to place an order for 600 cases. With his trickery, he talked himself right out of a sale."

**The tape company salesman.** Entered a neatly dressed, bright-appearing young salesman probably in his late twenties. He launched immediately into his sales talk about pressure sensitive tapes and labels, carefully explaining that they come in two forms, "permanent and semi-permanent, with labels in continuous roll form."

In his eagerness, the cub salesman had forgotten to remove his gum—a fascinating distraction to the purchasing agent.

"We're using practically the same thing now," said Bukal. "It (brand name) fills our needs."

Without hesitation, the young salesman said, "True, but this is a bit different." He proceeded to explain how his tape stands up better under repeated rubbing.

(continued on page 96)



## THEY'RE IN THE NEWS



### A Home-Grown Product Heads York's New Division

York Corporation's former general sales manager, Ray K. Serfass, kept cool and collected—the vice-presidency and general managership of the new Industrial Division. Ray's cool facade matches one of his company's air conditioners: He's always known where he was going. After graduation from Lehigh University (*cum laude*), he put his B.S. in industrial engineering to use by joining York. The company planted him in its New York, then Newark offices, later watched him germinate in a factory training course at York, Pa., headquarters. He grew so nicely York sent him back to Newark as sales engineer. In '37 he took over as industrial sales manager. This year, in June, he became general sales manager. Now, with York chopping its operations (which have swollen, sales-wise, to \$90 million annually—six times the '28 volume) into three divisions, he becomes v-p and general manager of the Industrial Division. This division is responsible for sales, engineering, manufacturing and accounting at headquarters, direct contract sales to consumers in the market. Ray, who manages to oversee all this, is an inveterate reader of non-fiction, is involved in many of his city's civic activities.



### Another Award for The Scott Paper Man!

Back in 1946 President Truman handed Scott Paper Company's president, Thomas B. McCabe, the Medal of Merit "for outstanding services to his country." The next year his alma mater, Swarthmore College, gave him an honorary degree. Now he's again been singled out for honors: On Nov. 8 he will mount the podium at Philadelphia's Bellevue-Stratford to receive the Gold Medal of Merit, given annually by the Wharton School Alumni Society of the University of Pennsylvania for outstanding business leadership. Scott Paper Co. is testimony to the fact that he richly deserves the award. He's been involved in its operations since the year after he got his college degree. But during two world wars he has served his country—though his was a vital industry. During World War I he was a captain in the Army. During World War II he served in a number of guises—notably as a deputy lend-lease administrator. A man who knows that a top executive cannot serve his company alone, he was formerly a director and chairman of the board, Federal Reserve Bank of Philadelphia, is still a member—and former chairman—Business Advisory Council, Department of Commerce.





### Overseas Know-How Translated to the Home Front

BY HARRY WOODWARD

Hickman Price, Jr., has made a notable success of his job as president of the far-flung operations of Willys Motors, Inc., Toledo. Because of him Jeeps are operating in the Negev, on the plains of Argentina, around the fiords of the North Capes. And so his firm has named him to the new post of v-p in charge of sales for the entire company. . . . Price has been an executive with the Kaiser and Willys outfits for nine years: Being a man who always lets his left hand in on what his right is doing, he'll continue the activities of the export subsidiary. The new job: He'll direct the markets of Kaiser-Willys products through a world-wide network, a domestic sales organization of some 2,300 dealers and distributors, 19 foreign assembly plants. Why not? Price's studies of Willys markets and his merchandising methods (including Jeep cavalcades now touring 25 countries) should serve well a company that is scrambling to its feet. He is one of the original group of businessmen who formed Kaiser-Frazer Corp. Born in Tennessee, educated at Columbia University, he began his career as a wheat farmer in the Texas Panhandle. Here is Price, right, with a foreign visitor to Willys' plant. And that's a Jeep fire engine!

# Hoopla Still Works

To properly unwrap Hiram Walker's new Long Island plant, the company invited liquor dealers and bartenders for a look-see. Once inside, visitors learned how to mix fancy drinks (below), newest sales techniques, packaging twists.



To impart something new in the way of merchandising inspiration, Raymond Revit, president of the Wholesale organization, Hiram Walker Distributors, Inc., employed an old technique — balloons, pennants, razzle-dazzle and a display of company brass.

It was open house at Hiram Walker's new distribution center, Long Island City, New York. For two days in late September, 16,000 liquor retailers and tavern keepers filed through the building to absorb a "carnival of ideas" demonstrated in 25 booths. Visitors had their pictures taken beside an out-size bottle of Imperial, got tips on fancy drink mixing and "cordial cookery." From model distilleries they saw how whiskey and cordials are made, and they watched experts run through the finer points of gift packaging.

The company's advertising agency staff was there too, busily turning out ads-to-order for the most thirst-quenched crowd on Long Island.

SALES MANAGEMENT



Rosettes, anyone? Liquor dealers and their wives stop at Minnesota Mining & Mfg. Co. booth (above), for gift-wrap ideas.

Behind scenes (left), personal selling. A Hiram Walker Exec discusses merits of a label with tradesman visitor. During two-day show, 16,000 metropolitan New York dealers and tavern keepers were exposed to newest promotional procedures.

Coaching in art of cordial making, Hank Hostaller, Eastern Division cocktail and cordial manager, explains new uses for cordials in cookery. Open house celebration was actually regional sales incentive drive.





UNBRANDED . . . poultry and vegetables become . . .

## Swanson "Makes the Feathers Fly"

From "practically nothing" in '46 to an expected \$100 million gross in '54, C. A. Swanson has raised itself by five bootstraps:

1. Personalized training of salesmen
2. All-staff participation in promotion
3. "Blast" technique in advertising
4. Merchandising at the local level
5. Insistence on self-selling packages

BY LOIS WHITMORE

With its big, midwestern boots deep in its own postwar slump of 1946, C. A. Swanson & Sons of Omaha, faced the battle of the brands it was about to enter. Sales in '54 may run \$100 million.

Let's see how an aggressive team did the job. First it was agreed the company needed a merchandising man with skill in the field of packaged

products. M. Crawford Pollock appeared to be that man and was appointed sales promotion manager. Coming from a successful marketing assignment on cellophane for E. I. duPont de Nemours (Inc.), Pollock was ready for a tough job.

Says President W. Clarke Swanson: "Our '46 slump in sales continued into '47. Adjustment to post-

war conditions was especially difficult for unbranded commodities such as we had handled for 50 years. So we decided to increase our assets by developing the name of Swanson. We realized that merchandising was our biggest problem ahead."

With Pollock in the fold and working with Clarke Swanson, the climb of the company's branded, packaged, advertised products began.

Members of Swanson's key staff—including President Swanson, the sales staff and all who meet the public—form a selling team with Swanson and Pollock as quarterbacks.

"Our sales organization," says Pollock "includes":

1. 150 salesmen, all Swanson employees.
2. 55 brokers, with an average of six men each. (Both groups call on the wholesale trade.)
3. a retail sales force.

Swanson and Pollock maintain close touch with the salesmen, bringing them into the main office for a visit at least once a year. On these "visits," as throughout the company, the emphasis is on informality. With





SWANSON's pre-packaged meals and prepared foods.

two or three salesmen coming in at a time, each gets more attention, has more time to digest information.

Also, it is company policy for top management to go to salesmen at least twice a year. "Swanson Flying Squads" of company officers visit the field, calling meetings with 10 or 12 salesmen from the three groups. Here the salesmen are brought up-to-date on the company's current advertising and merchandising campaigns.

"This gives salesmen a chance to ask questions. We feel it helps to settle salesmen's problems faster and it keeps our management in touch with the field better than any other method," says President Swanson, himself a key salesman.

Through a bulletin — sent daily, sometimes three times a day — the home office keeps its salesmen informed. Originating in Pollock's department, the bulletin may cover selling methods, proper approach, an example of "how Freddy did it" or news of the company's campaigns, two TV programs. It includes messages from quality-control personnel, the advertising department, and others on the home team.

As for the type of men hired as salesmen, Pollock explains:

"Because we are new in the field,

we tend to hire experienced salesmen aged 35 to 40 years. We hire cubs, too, with the idea of training them for future positions of responsibility.

A method Pollock terms "a bit unorthodox" is Swanson's way of training salesmen.

It is a highly personalized, informal training. Top officers, including President Clarke Swanson and Chairman of the Board Gilbert Swanson, give much time to training and educating personnel.

At the local office where he is hired, each new salesman is given a careful indoctrination on the plant and its products. After his pre-taste of Swanson-at-the-local-level, he goes to Omaha for what Pollock calls a "concentrated shot" of training. It is thorough.

Salesmen learn how Swanson moves its high quality perishable foods through a national distribution network which includes seven sales offices (Boston, New York, Philadelphia, Washington, D. C., Detroit, Chicago, San Francisco), many distributing warehouses and other units.

They become acquainted with the system of 18 branch processing plants over the U. S. that receive from 400 buying stations the chickens, turkeys, beef, eggs, fat needed for the six can-

ned items and seven frozen products.

In the field, salesmen must write weekly reports. Copies going to the president and Pollock and to the head office are read by top management.

"The fact a man writes a report helps him settle most problems that face him," Clarke Swanson says. "And it helps him in self-discipline."

"We believe it's significant in these times of reduced sales staffs that we have continued to enlarge our sales force," says Pollock. This shows that the company policy of putting big money into sales promotion and merchandising is now bearing fruit.

"In fact, we're expanding so rapidly, production-wise and sales-wise, that we can't find people fast enough to fill the jobs."

On the distribution side *all* company officers get out and sell, starting with Clarke Swanson who, as was his father an enthusiastic salesman.

"When the flying squads fan out over the country, Clarke always heads one. He's a tireless salesman. And believe me, the salesmen get a kick out of working beside him on the team," one company officer remarks.

So unusual is it for a company president to call on sales prospects that the head of a Philadelphia super market chain noted that fact recently

## Swanson's 54-year Progress

Since its inception in 1900 (as the Jerpe Commission Co.), C. A. Swanson & Sons has grown through quality products, eager service and teamwork in selling.

The founder, C. A. Swanson — "an opportunist, an optimist and sound" — established the principle that for every dollar made, a dollar was put into the business—for expansion, sales promotion, merchandising, research.

By the early '30's the company was the largest carload shipper of live and dressed poultry in the U. S. and until '43 was a commission house selling butter, eggs, poultry.

During World War II, Swanson filled heavy Army contracts for canned chicken. After a 1945 essay into canning chicken in glass, it paid out \$156,000 to recall defective jars, a keeping-faith-with-the-public deed that impressed the trade.

In postwar readjustment the firm tackled the job of merchandising unbranded commodities. Deciding in '46 that development of the Swanson name would increase assets, the company switched to selling prepared, branded and advertised products. After launching several canned poultry products, plus frozen cut-up fryers and chicken parts, it entered the frozen pie business in '51 and the frozen dinner field in '53.

The company's breadth of operations today is reflected in the normal working day figure of the 200,000 chickens it buys, kills, cleans and processes in 150 local plants . . . in its 400,000 pies baked daily . . . in similar expansion for its six other frozen and six canned products.

Gilbert Swanson joined the company in 1927, is today board chairman and production chief. W. Clarke Swanson, who joined the company in '29, is now its president, distribution boss and "chief salesman." Teaming with their 5,000 employees, the Swanson brothers carry on their father's "24-hour interest." His motto, "If you like work, you can have a hell of a good time here."

in his institutional advertising. In the copy featuring Swanson this important customer said, "This is the first time a company president ever called on me to sell me on handling his products."

Emphasis on sales promotion and merchandising makes the company grow and is the secret of its success, according to President Swanson.

With the company's 1946 change-over from selling eviscerated poultry, and produce, to branded products came a need for educating the old outlets (mostly chain stores) to the new products, and of finding new markets.

The Swanson team filled this need through four channels:

1. A first-name contact with the trade.
2. Attention-getting mailing pieces.
3. An unusual program of meetings with promotion and media executives.
4. Inducement buying.

To capitalize on its contacts with chain and independent stores, Swanson salesmen revisited these outlets. They brought news of recently developed products such as canned chicken fricassee, boned chicken, boned turkey and frozen products; later, of quick-frozen pies (chicken, turkey, beef), and more recently, of frozen turkey dinners and frozen fried chicken dinners.

"To make the chains aware of our products, we went to the trouble of selling to independents," Pollock says. "We conducted demonstrations. We used conventional devices such as consumer coupons which, when cashed, made retailers realize they should have our products."

"Generally speaking, we had to get distribution before advertising. Building distribution by persuading people to sample food in a store takes a long time. But if the product is right, it sells itself."

"Since we believe in ourselves and

in our product," Pollock states, "we know the law of averages will bring us *some* business in a given field. If only *one* store, then we work with that store and eventually get others in the area."

Sometimes—rarely—Swanson gets only one chain in an area of 500 stores. "But once we get even a small start, we know we'll work up more business in that area."

In last fall's "pie blast" advertising campaign, four attention-getting mailing pieces reaped instant response:

1. A pair of "dynamite" sticks—14-inch tubes with card attached to the fuse reading, "Don't light. Just pull." A pull revealed color reprints of Swanson's upcoming advertisements.

2. To publicize its Robert Q. Lewis TV show—a picture of the star with an actual pair of horn-rimmed dark glasses like the ones Lewis wears.

3. An aluminum-foil pie tray with a plastic knife and card saying, "Dog-gone, somebody snitched the pie but you can still cut yourself a big slice of profits."

4. When the company sold its 100 millionth frozen pie late in June of this year, it marked the exciting event with another eye-popper. This, a pound of candy specially boxed, was imprinted in gold with "Sweet Story by Swanson" and contained, besides cream and gold confections, a note celebrating the event. The candy mailings reaped hundreds of enthusiastic letters.

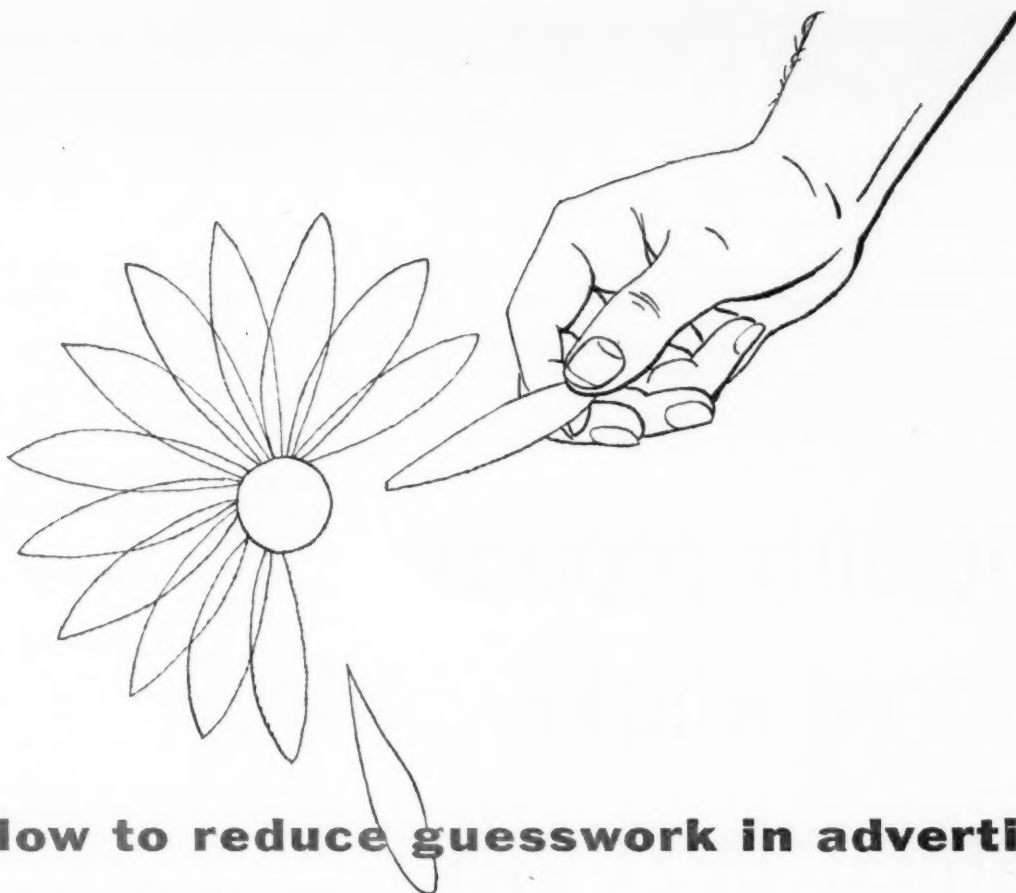
"The results of our attention-getters, much like advertising, can be judged only by comments from the field. And we've had gratifying results showing that people look forward eagerly to the next one," Pollock says.

To knit its distributors into the campaign, Swanson did an unusual job with meetings in the field.

Last fall, instead of a perfunctory letter to newspapers asking them to tie in with the campaign and to contact stores, "Swanson Flying Squads" zipped around the country, held 97 meetings in offices of newspapers carrying Swanson advertising.

Rallying retail, promotion, TV and newspaper representatives, the groups planned their local strategy, checking off such items as promotion, store calls, etc. Some of the newspapers set up luncheons for retailers and others.

"This positive action gave the program luncheons terrific power. It was felt throughout the entire food field," says Malcolm Lund, account executive, Tatham-Laird, Inc., Chicago, advertising agency.



## How to reduce guesswork in advertising

The reduction of guesswork starts with a painstaking analysis of the advertiser's sales experience. But there are definite limits here. Call reports, or the salesmen's theories as to why some people buy and others don't, can be misleading.

Confusing, anyway. Surely you've sat in sales meetings where each man expressed a different, but equally positive idea of the *one best* sales approach!

Today there is a new and inexpensive way to sharpen the common denominators of your best sales approaches as they apply to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get a client's potential customers to talk about things they normally wouldn't tell his salesmen. It goes beyond the scope of most "depth interviewing" in that every one of our investigators has had considerable sales experience. Thus you are well assured that the work we do for you will be handled tactfully and with genuine "sales sense."

And the chances are very good that their experienced sales perception will help you crystallize the conditions to be met in each field; will materially reduce the guesswork that hampers advertising effectiveness.

Sometimes, naturally, this work is of a highly confidential nature. But there are many cases we can tell you about, if you'd like to hear how other companies have used Hopper Company Sales Investigations, to get "Ditch-Digging Advertising That Sells by Helping People Buy."

The Schuyler Hopper Co., Market Research, Sales Promotion, Advertising, Twelve East Forty-first Street, New York 17, N. Y., LE 2-3135

In last fall's "pie blast" alone these squads covered the 80 major cities where Swanson sells, the 10 squad men covering 35,000 miles in one week.

Through inducement buying the company achieves some of its most effective merchandising.

Swanson's greatest success in this field was a "Silver Dollar" promotion which featured new, heat-and-serve dinners on a tray—TV turkey dinners and TV fried chicken dinners.

A silver dollar was offered to every

customer who tried three of the dinners and sent in the carton flaps.

In 1953 Swanson's frozen pies showed promise of attaining a place in the sky.

Faced with strong competition from 15 other big names in the frozen food field, the company decided to pitch in heavily for advertising.

With its agency it resolved on a job of education as well as competitive selling, and sought a dynamic vehicle for its advertising. The "pie blast" technique was evolved to concentrate all possible sales punch and

consumer interest in a series of sharp volleys or "blasts."

Swanson decided to use locally edited rotogravure magazine sections of Sunday newspapers, in the belief that this medium has:

1. Maximum local influence (the frozen food business depends largely upon local activity).

2. Maximum appeal to all members of the family. Every family member is a prospect for a Swanson product.

3. Color, to provide maximum appetite appeal.

4. Strong readership record and saturation coverage in major and secondary markets.

5. Merchandising strength and flexibility at the *local* level—in terms of specific, basic, *local* merchandising.

#### "Trial" Promotion Media

In all, 64 newspapers carried the preliminary "trial" promotion last October with two full-color pages three weeks apart.

To buttress its heavy newspaper campaign, Swanson tied in its TV show, "The Name's the Same," on ABC, with commercials every other week during the campaign.

Within 90 days the special campaign reached its goal—one million cases of chicken pie sold!

"We found the blast technique highly effective in creating not only tremendous excitement in the trade but in developing a high level of consumer interest," Robert Cords, advertising manager, says. "Also, it won splendid cooperation and tie-in advertising."

And from Lund:

"Starting with the premise that it would make all its advertising *local*, Swanson got wonderful continuity by simultaneous blasts in metropolitan newspapers, on its TV show, in meetings throughout the country and in direct mailings.

"It got the maximum possible coverage . . . always with local emphasis . . . and the greatest possible tie-in with stores."

The Swanson success story of selling one million cases of frozen pies in 90 days is also a tale of merchandising impact.

It is an example of enthusiasm, teamwork, precision timing.

The program launched in newspaper and TV advertising last summer was given an assist by a lock step procession of merchandising activity.

Merchandising teams visited each area where newspapers were used.

# "The only popular-priced whiskey named 'best gift I received'!"

## SAYS SALES MANAGEMENT'S LATEST GIFT SURVEY

It's the Schenley decanter they're talking about! Now here again in limited supply! Give the best-tasting whiskey in ages in the nation's favorite decanter . . . **at no extra cost!**

# Schenley



BLENDED WHISKEY • 86 PROOF • 65% GRAIN NEUTRAL SPIRITS • SCHENLEY DISTILLERS, INC., NEW YORK, N. Y.



They kicked off with meetings in offices of national advertising managers of all papers on the schedule. To these meetings they invited advertising men, food brokers, distributors, top chain store executives and food retailers.

Directly and personally, the squads laid on the table their proposals for the upcoming drive. They suggested that newspapers:

1. Get out mailings to the trade, the more original the better.
2. Contact food chain executives and food store managers to herald the campaign in terms of local emphasis and coverage.
3. Solicit tie-in advertisements from local stores.
4. Place Swanson chicken pie posters at food stores' frozen food counters.
5. Help arrange a luncheon or buffet for local food store managers, food brokers and newspaper advertising staffs to stimulate enthusiasm for the promotion.

Another interested ally, newspaper food editors, were invited to sample the Swanson pies. Result: columns of news informing housewives of these new "convenience food items."

To "go the last mile" on its point-of-purchase promotion, the company and its agency devised a number of merchandising eye-catchers and planned display contests.

### Reprints Like Posters

Because reprints of the Swanson color advertisements were like posters in appearance, they lent themselves well to store use. Simultaneously with the appearance of the advertisements in newspapers, the reprints went up as posters at frozen food counters or near canned food displays.

To fit over frozen food cabinets, specially designed frozen case cards stressing the smart use of the pies were used extensively.

Swanson also provided coupon pads to slip over edges of shelves or check-out counters.

Wherever possible the company stressed mass displays of canned foods. A favorite is a special display assortment known as the "chicken carnival;" it tells the convenience story of today's ready-to-serve canned chicken products.

(Going a step farther in its aim to stimulate better point-of-purchase displays, Swanson conducts display contests among store personnel. National in scope, the contests feature worthwhile prizes.

### Another FIRST for Sales Management

Most of the pages in this issue are "scored" at the inside margin so as to make it easier for you to detach them for filing. The exceptions are where plates bleed into the gutter. We believe it's the first magazine to be so perforated for the greater convenience of readers.

Whether it remains an experiment or becomes an every-issue feature depends upon subscriber reaction.

Do you like it enough to tell us so?

Philip Salisbury  
Editor, SALES MANAGEMENT  
386 Fourth Avenue  
New York 16, N. Y.

One of the best-liked was its most recent contest which offered a Cadillac car as first prize.)

"With merchandising our big problem, we realized that the how-to-use element was very important. So we began to ally our products with recipes," President Swanson says.

"While label development was poor at first, we came out in 1948 with a cellophane laminated label for cans. It glamorized the products, helped them to sell tremendously."

A new, lithographed lid met overwhelming acceptance in the summer of '53. In bright, appealing colors it shows a "Sunset Chicken Salad" with recipe. The handsome lid—used even on the smallest (5-oz.) can of boned chicken and boned turkey—pulled so well in the '53 summer salad promotion that it was repeated in '54 in similar promotions.

Entering the frozen dinner field with its frozen TV turkey dinners last December, Swanson needed a completely new package. It specified one with color, durability and protection against dehydration.

Its supplier (Marathon Corp., Menasha, Wis.) created a carton and laminated over-wrap so full of hidden assets that it sold itself all along the line.

"When we showed it to brokers ahead of time, they liked it, spread the good word through the industry. And when it went on the market, brokers and retailers were eager to handle it," Sales Manager Pollock reports.

So impressive was the turkey dinner success that the company brought out a TV fried chicken dinner. This

latest of "convenience food items" contains a piece of breast, a drumstick or thigh, and a wing; mixed vegetables; au gratin potatoes. The turkey dinner offers sliced turkey, giblet gravy, dressing, whipped sweet potatoes, green peas.

The filled, three-compartment, aluminum tray covered in foil goes into a paperboard carton which provides additional protection from both the standpoint of rigidity and moisture retention.

Its over-wrapping is the big news with its laminated cellophane and tissue, and its six colors which help provide a realistic food reproduction. The label design in blonde wood-grain finish simulates a TV cabinet front on which the "screen" features a tray of beautifully illustrated poultry and vegetables. Heat-and-serve instructions on the back panel are augmented by six re-use suggestions for the aluminum dinner tray.

Acceptance of these convenience meals was spontaneous, according to Swanson. Reorders for the new products has convinced the firm that it should speed up tests on dinners yet to come and to increase its production facilities equally.

Holding a damp, weatherwise finger in the air, Pollock looks ahead to an even better market for the prepared food items.

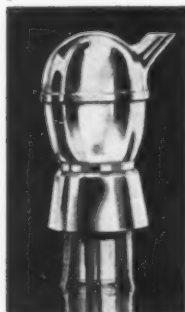
"Helping us in selling in this field are three factors: (1) an extremely short domestic labor market, (2) more leisure for the housewife, and (3) a generally higher income level.

"With our knowledge, we'll try to take advantage of these stratospheric air currents," he says. **The End.**

## bar-host

### THE QUALITY LINE OF CHROME BAR GIFTS

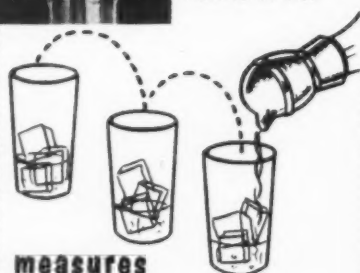
BEAUTIFULLY DESIGNED . . .  
MODERATELY PRICED GIFTS  
OF LASTING REMEMBRANCE VALUE.



#### bar-host automatic

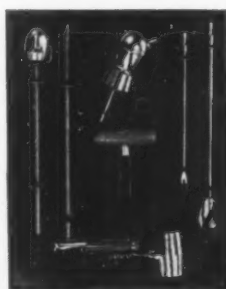
##### LIQUOR POURER

Unique, decorative,  
functional . . .  
enhances the beauty  
of any home or office  
bar. Fine quality at  
low cost. Individually  
gift boxed.  
RETAILS AT 2.95



#### measures as it pours

Bar-host accurately measures and pours  
one jigger . . . pauses, measures and pours  
another, repeatedly . . . **WITHOUT RETIP-  
PING THE BOTTLE!**



#### EXECUTIVE SET

Basic set of bar tools for home or office  
. . . contains automatic liquor pourer, cork  
puller, patented bar spoon, long-handled  
fork, soda siphon, and multi-purpose bar-  
tool. Handsome gift box lined in red velour.

RETAILS AT 9.95

WRITE FOR FREE CATALOG  
AND QUANTITY DISCOUNTS

**ANCHOR PRODUCTS, INC.**

5641 SELMARINE DRIVE  
CULVER CITY 1, CALIFORNIA



**TOP SPORTS FIGURES** are available for the educational films sponsored  
by General Mills and Wilson Sporting Goods Co. Here are A. A. Schabinger  
of Chicago, former Creighton University coach, left, and Bill Frawley of  
movies and television, in the role of coach.

## Sports Films Reach Youth Groups For General Mills and Wilson

In movies designed to clarify the rules for America's  
major sports, and to analyze techniques of play, commer-  
cials are low-pressure. Here are good examples of films  
pin-pointed to select a special age-and-interest market.

One of the youngsters in your fam-  
ily may come home some day soon to  
reveal new sophistication on the sub-  
ject of football. Chances are he has  
seen "Better Football," latest film in  
a series which got started in 1946  
under an interesting combination of  
commercial sponsorship.

"Better Football" and its prede-

cessors are sponsored jointly by Gen-  
eral Mills, Inc., and Wilson Sporting  
Goods Co. and produced in coopera-  
tion with the National Federation of  
State High School Athletic Associa-  
tions. They are the only commercial  
films authorized by the Federation.

The sponsors have more than 1,600  
prints of the films in circulation. The

SALES MANAGEMENT

Federation makes them available to the public through official state distributors—usually the state associations. They can also be obtained from Official Sports Film Service, Chicago, or Association Films, with offices in Ridgewood, N.J., Chicago, San Francisco and Dallas.

For a nominal fee groups can rent them for showings at school assemblies, civic clubs, community gatherings, athletic dinners, etc.

Object of the films is to interpret playing rules of the major sports—football, basketball and baseball. Star athletes, in collaboration with rules makers and administrators, show rules in action and best techniques to aid the coach in teaching, the player in playing and the official in administering the game.

In "Better Football" Bill Frawley of movie and television roles plays the coach. Leading officials such as N. J. Stevenson, Arizona; C. A. Burke, Jr., Missouri; J. C. Harper, Alabama; A. W. Senopole, Pennsylvania; K. Fagans, California, give the decisions.

The series includes "Modern Baseball," "Baseball Today," "King Basketball," "Modern Basketball," "Modern Football" and "King Football." Some others have been withdrawn because of changes in the rules since their release.

"General Mills and Wilson leave distribution of the films to the jurisdiction of the organizations designated by the National Federation," says M. F. Hosp of the General Mills film department.

Both sponsors receive a mention at the start and close of the films, plus brief "space" at the midway point.

General Mills' affiliation with the project is part of its broad film program which includes educational movies in economics, nutrition and baking for distribution to the public, in addition to an extensive company list.

Idea for the educational sports films originated with A. A. Schabinger of Chicago, a former Kansas high school and Creighton University coach, who felt that the boy who does best in sports is the one who understands the rules.

Schabinger took his idea to L. B. Icely of the Wilson company. Icely wanted a co-sponsor. General Mills was contacted and the project launched in 1946.

Audience breakdowns during the last year show high school assemblies in the lead, followed by physical education classes, teams, officials and coaches, YMCA's, churches, PTA's and civic clubs, in that order.

The End.

NOVEMBER 1, 1954

"read and reread"  
... says

DR. PEPPER COMPANY  
P. O. BOX 5086  
DALLAS 2, TEXAS

The Wall Street Journal  
44 Broad Street  
New York City, N. Y.

Gentlemen:

You will be interested in the attached study of results obtained by our company from the first four quarter-page ads published in the National Edition of The Wall Street Journal. Each of these ads was keyed.

From our January 5th ad, we started to receive mail dated January 5 and received inquiries as late as March 15th. This indicates that The Wall Street Journal is read and reread by many people. Apparently it is also saved for business associates who are out of the city.

Another ad, which appeared on January 18, brought in steady inquiries up to February 22 and beyond ... one inquiry dated August 18 from Twin Falls, Idaho.

Our experience with The Wall Street Journal indicates that it is the best medium available for franchise advertising ... to attract financially capable prospects for an opportunity requiring \$5,000 to \$10,000 or more investment.

As you know, we have now set up a continuous schedule in The Wall Street Journal for the balance of the year. This indicates clearly our opinion of your publication.

Sincerely,  
DR. PEPPER COMPANY

*E. F. Marmon*  
E. F. Marmon  
Manager - Franchise Department

## A Longer Life for Your Advertising

Rarely do you find an advertising medium like The Wall Street Journal. The National Business Daily gives you immediate impact combined with inquiry pulling power that lasts and lasts.

**Circulation: 317,381**

ABC attained — Sept. 30, 1954

### THE WALL STREET JOURNAL

Published at:

NEW YORK  
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711 W. Monroe Street

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911 Young Street

SAN FRANCISCO  
415 Bush Street



# SUCCESS STORY



This is how Robert Svensson, Sales Promotion Director, Harris and Frank, retail store chain in California tells it in his own words. "We conducted a sales contest among sales personnel of our 16 stores with the grand prize a trip to Europe via Trans World Airlines. TWA not only took care of all details—they actually helped us promote the contest. The results—based on increased sales—were most gratifying."

For information on how TWA Travel Awards can help you get action, write to Travel Awards Program, Dept. SM 11-1, TWA, 380 Madison Ave., New York 17, N. Y.

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SELLING ACTION**  
Fly the finest... FLY TWA

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Minifon works unseen—in your pocket! Clearly records your words—or those of others—for up to 2½ hours at a time. Takes dictation, notes, on-the-spot interviews, speeches, meeting memoranda. Eliminates written reports for busy executives! Recordings are fully controllable, easy to edit or erase, re-usable—and may be mailed as letters. Minifon works on battery or AC, plays back through its own headphones or any radio speaker, has playback control for typist. **Write for information.**

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## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces  
and other sales literature useful to marketing executives.

**Metropolitan St. Louis and the 49th State:** Data compiled by *St. Louis Globe-Democrat*. It's the ninth largest metropolitan market with a total population of 1,795,300 and a total of 560,400 families. It is the capital of the "49th state"—91 counties in eastern Missouri and southern Illinois—which is 16th in population, 15th in retail sales, 13th in buying power. There are maps showing the wholesale grocery and wholesale drug areas, Metropolitan St. Louis, showing cities, towns and urbanized areas, and economic diversification. Data sources include the Federal Reserve Bank of St. Louis, **SALES MANAGEMENT 1954 Survey of Buying Power**, 1954 Consumer Markets, St. Louis Metropolitan Area Labor Market Report, Division of Employment Security, 1950 Survey of Consumer Expenditures, U. S. Bureau of Labor Statistics as published by *Printers' Ink*. Write to Ernest Hoffsten, Manager of General Advertising, *St. Louis Globe-Democrat*, St. Louis, Mo.

**'Canadian Business' Market and Media File** Based on the outline recommended by the National Industrial Advertisers Association, it is indexed and presents comprehensive information about the magazine's history and background, markets, circulation, research results, editorial history and policies, rates, mechanical requirements and advertisers. Write to R. W. Sutherland, Director of Advertising, *Canadian Business*, 530 Board of Trade Building, Montreal, Province of Quebec, Canada.

**The Institutions Market:** An analysis of the institutions field which equals roughly one-sixth of all the disposable income in the U. S., published by *Institutions Magazine*. It is a highly concentrated market which is reported to be bigger than the automobile industry plus the petroleum industry plus the tobacco industry plus clothing and shoes plus home furniture. Included is a list of items institutions buy: building products and equipment (a \$9 billion blueprint); furnishings and decorating (a five-million-room market); food service equipment (kitchens for 120 mil-

lion meals); food (more than \$16 billion a year); maintenance products and equipment (3½ billion sq. ft. of walls, 2½ billion sq. ft. of floors, 1 million tons of mechanical equipment, 100 million acres of grounds). There is also a census of institutions and an explanation of how buying power is concentrated to give manufacturers a horizontal conception of customer valuation—upon which sales promotion must be made—to replace the outworn conception of promotion to each segment of the institutions field separately, regardless of the distribution of purchasing power within the segment. Market and sales planning based upon purchasing concentration, as shown in the census of institutions, results in maximum impact at lowest cost upon all of the "biggest buyers" who represent the volume market. Write to O. T. Carson, Publisher, *Institutions Magazine*, 1801 Prairie Ave., Chicago 16, Ill.

**Incentive Programs:** Information compiled by Maritz Sales Builders, which tells how to use incentive plans to produce above-average performances from average salesmen while stimulating superior salesmen to maintain their leadership; how merchandise prizes can be dramatized to become permanent trophies of success and give more value per prize dollar; how to plan objectives and individual quotas; how to promote incentive programs—theme, showmanship, stimulating meetings, inspirational contest mailings, progress reports, family support, etc. Write to James Maritz, President, Maritz Sales Builders, 4200 Forest Park Blvd., St. Louis 8, Mo.

**How to Sell the Changing Foundry Industry:** Market and media data file published by *Foundry*, which shows how to gear selling efforts to the men who specify and buy in this \$5 billion market. It presents five basic considerations for evaluating the market: (1) Foundries form a primary mass production industry—their products (castings) are required in 90% of all durable goods manufactured, as end products or as component parts; (2) they are a part of no other industrial market, annual



expenditures for equipment, materials and supplies exceeding \$3 billion; (3) they constitute a growing market—physical output is 100% ahead of 1939 and as a basic industry they are directly related to continuing population growth and by 1960 are expected to increase another 20%; (4) they represent one of the greatest replacement markets, per plant, of any industrial classification; (5) they are a market with a future—castings production is expected to hit a high of 21 million tons annually by 1960. Data include: equipment and materials used; number of foundries; production history from 1939 to 1975 (est.); annual shipments; flow chart of a typical operation; raw materials and supplies. There is also detailed information about equipment in operation for: materials handling; sand processing; mold and core making; furnaces and ovens; cleaning and finishing; dust control and ventilating; instruments and testing, etc. Write to George A. Pope, Business Manager, *Foundry*, Penton Bldg., Cleveland 13, O.

#### Nonmetallic Materials and Parts

**Market:** Findings of a survey conducted by *Materials & Methods* magazine within a cross section (481) of U. S. hard goods manufacturing plants. There are market data on 22 different kinds of nonmetallics including plastics, natural and synthetic rubber, silicone rubber, cork, wood, fibers, textiles, ceramics, refractories, glasses, carbon, graphite, felt and leather. Data are broken down by industry according to the Standard Industrial Classification system. Included is information about what kind of advertising copy is preferred by the men who select and specify nonmetallic materials and parts. Write to William P. Winsor, Publisher, *Materials & Methods*, Reinhold Publishing Corp., 430 Park Ave., New York 22, N. Y.

#### Sales Devices from 2500 B.C. to 1953 A.D.:

History of the tools and methods used by salesmen throughout the ages, written by Stanley C. Hollander, instructor in marketing, Wharton School, University of Pennsylvania, and published by Joshua Meier Co., Inc. It traces the development of salesmen, from the itinerant peddler who carried his full stock with him to the present-day salesman who carries a compact visual presentation. Write to C. S. Smith, Advertising Manager, Joshua Meier Co., Inc., 153 W. 23rd St., New York 11, N.Y.

## Off the Shelf and on to the Counter



Another  
case history  
of successful  
"packaging  
by National"

This tilting display, made by National Folding Box, helps Hickok Mfg. Co., Inc. keep its fast-selling suspenders "out front" on mens' wear store counters.

Holding a dozen consumer units, it serves as a continuing reminder to shoppers. Sets up easily. Sells brand name, gives product features and ties in with Hickok advertising.

"Packaging by National" has spurred sales for leading manufacturers in many industries. Ask for case histories that can suggest worthwhile ideas for making your own packaging more effective.



**NATIONAL  
Folding Box  
COMPANY, INC.**

SUBSIDIARY OF FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING NEW YORK 17, N. Y. NEW HAVEN CONN. BOGOTA, N. J. PALMER, MASS. STEUBENVILLE, OHIO VERSAILLES, CONN. BOSTON MASS. PHILADELPHIA, PA.

FOLDING BOX PLANTS: NEW HAVEN CONN. BOGOTA N. J. PALMER MASS. STEUBENVILLE OHIO VERSAILLES CONN.

PAPER BOARD MILLS: BOGOTA N. J. NEW HAVEN MONTVILLE VERSAILLES CONN. READING PA. STEUBENVILLE O. WHITE HALL, MD.

# Adventures in Shopping— The Discount Houses

BY THE SALES MANAGEMENT STAFF

Many retailers and distributors find consolation in the hope that the discount houses will kill each other off, and that "full list" will again be the order of the day . . . Are they kidding themselves?

The president of the Upholstery and Drapery Fabric Manufacturers' Association believes that the volume of discount houses is at, or close to, its peak. He sees a coming decline in their operations—a decline as spectacular as has been their rise. He says it's coming because they won't be able to get as much blue chip merchandise and because they have to share their volume with too many other discounters.

This man, James L. Fri, told the *New York Herald Tribune*, "Over the long range, most of the more desirable brands—those that have the highest consumer drawing power—will become not readily available to discount sellers, either because of enforcement of price maintenance or by a more effectively controlled 'selective' distribution system. The process is one of attrition. It already is at work in some areas and it will ultimately take most of the wind out of the sails of the big discount operations."

Perhaps his prediction will turn out to be correct, but the facts of business life seem to be against him. Another war, accompanied by acutely short supplies, might do it temporarily, but yet a decade ago New York's discount houses thrived.

What he fails to realize, or is unwilling to admit, is that the number of blue-chip brands has increased mightily, and in a period of free supply some of these makers will take the high volume and cash-on-the-line offered by the discounters. It used to be that the householder knew favorably of a couple of brands in every product classification. The others might as well be dogs.

One of the significant postwar developments has been the acceptance of an ever increasing number of brands in the lines carried by discount houses. *The expansion of national advertising has been characterized by more advertisers to a much greater extent than more advertising by the older makers.*

So, if householders can't get Brand A or Brand B at a discount, they will turn to C, D, E, or F.

And instead of the discounters passing out, it is more likely that there

will develop a change in the operations of the so-called "legitimate" retailers—who will give less service or charge extra for what they give, and in general will strive to make up with more volume and quicker turnover what they suffer in gross margins by competing price-wise with the discounters.

For the current sampling of discount houses, we go to New York and Buffalo. The next installment of "Adventures" will be found in the issue of Dec. 1.

## 23. Masters Favors Special Concessions

Masters Mart, Inc., 66 West 48th St., New York, N.Y.

This is one of New York's leading discount houses, the owner a prominent member of the newly formed Association of Discounting Retailers\*. Located in the Radio City area, it occupies two floors with an open balcony extending around the main floor.

Even though this call was made well past the luncheon hour, the main floor and balcony were crowded with customers. They were three deep at the packing desk, with four men busily engaged in wrapping bundles. From noon to 2 p.m. the traffic steps up to a Christmas tempo, as neighboring office buildings release their employees.

My initial contact was with a salesperson at the silverware counter who gave me—an out-of-town visitor—a run-down on Masters' sales policies. In substance, they are:

1. Masters favors those lines of merchandise on which they can obtain special concessions from the manufacturers. These are passed on as savings to the customers in the form of reduced retail prices.

2. On lines such as Sheaffer pens, Sunbeam and Kodak, Masters can effect no savings because of Fair Trade restrictions. And he pointed to a blow-up of the newspaper story of Sunbeam's judgment of \$16,300 against Masters. He also added that there were some numbers in the Kodak line on which concessions could be made. They weren't exactly closeouts, but apparently Kodak had no objection to Masters selling them below list.

\*Masters also operates a retail store in Washington, D. C., and a mail order operation from Florida.

Have you ever said to yourself,

## "If only I had ten more salesmen like Joe!"

Your top-producer might be Joe by any other name—but one thing's sure—he has those desirable "X" factors that make him a standout as a salesman! Today there is a sure, tested way to instill into your other men those same "X" factors that make "Joe" a top producer.

Right now, over 2000 companies are using *Research Institute's* new method for developing in salesmen that certain something that the "Joe's" have that enables them to get so much more business than salesmen who lack the "X" factors.

This new approach to sales development is different from anything you have ever seen. For the first time in history a triple A-1 independent research organization with a 5 million dollar research budget has explored the vital "X" factors of selling. Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies.

Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

### Salesmen like the plan and USE it

This is much more than a sales training program. It develops the salesman—develops the "whole man"—gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Obviously we can't make a star salesman out of every man you have. But, superimposed upon your own training with respect to your product, the *Institute*

program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

### It's easy to find out how well this will work for you

The extent to which this new concept of sales development will help increase sales in your organization should not be difficult to determine. Half an hour with our representative should do it. Regardless of any decision you may make, you will get enough good sales ideas to repay you many times over for the time you take to let us show you how other sales executives use our plan.

If you have associates you would normally discuss this with before making a decision, you will find it advantageous to have them attend the explanatory meeting. You may feel that this is an unusual suggestion to make in an advertisement. It probably is.

But this is much more than an advertisement. It is an invitation to executives to see and assess this new field-proven method of helping their salesmen develop the "X" factors that will enable them to get so much more business.

Therefore we urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.



**FREE**—Booklet on how to convert objections into sales. This typical R.I.A. sales presentation aid shows how to make a sales advantage out of objections. It explains why objections should be welcomed as a salesman's best friend. This is much more than a rehash of the old worn out "yes, but" technique. It illustrates a new, proven formula of how to meet objections and carry on to the sale. A copy is yours for the asking.

### A few of the 2000 companies now profiting by sales membership in *Research Institute*

Archer Daniels Midland Co.  
Armstrong Furnace Company  
Central Motor Lines  
Coca Cola Bottling, Los Angeles  
Crown Zellerbach Corp.  
A. B. Dick Co.  
Friden Calculating Machine Co., Inc.  
General Bronze Corp.  
Greenwood Mills, Inc.

Chas. R. Hadley Co.  
Maxwell House Div.—  
General Foods Corp.  
San Francisco Examiner  
A. O. Smith Corp.  
U.S. Steel  
Union Oil Co. of California  
Western Air Lines, Inc.  
Wrought Washer Mfg. Co.



### Research Institute of America

SELLING AND MERCHANDISING DIVISION  
589 Fifth Avenue, New York 17, New York • PLaza 5-8900

### Research Institute of America

SELLING AND MERCHANDISING DIVISION • Dept. 11  
589 Fifth Ave., N. Y. 17, N. Y. • PLaza 5-8900

☐ Please send me the free sales presentation aid,  
"Do you object to objections?"

☐ I'd like to hear more about how other companies  
use your new sales development plan to improve  
sales performance.

Name

Title

Company

Street Address

City  Zone  State



3. Except for an occasional radio spot, Masters does no advertising as do the department stores. And that saving ("saving" was his word) also is passed on to customers who come "through recommendation."

4. Special brochures and a merchandise catalog, both showing list prices only, are mailed to customers. Masters accepts no telephone orders. Mail inquiries are answered with Masters' special prices.

In the sporting goods section, I stated my interest in a Schwinn bicycle for a teen-ager, but was told Masters can do nothing for me on that line—it's price fixed. An inquiry about Huffv was also turned down with a somewhat disparaging remark about its general construction.

But—"Take a look at this Roadmaster. Here's a line we feature because we can make special arrangements with the American Machine & Foundry Co., New York. And what we save we pass on to you."

The salesman showed me Model #1429, listed by A.M.F. at \$56.95, which Masters coded to sell at \$45.79. To draw him out, I expressed a doubt as to the quality and durability of the Roadmaster line. I was given a good sales presentation on its varied features, as well as the fact that it was "nationally advertised." But the salesman didn't know in what media the advertising was run.

At the typewriter counter, I was offered two models in the Smith-

Corona line of portables. The "Clipper," the salesperson assured me, was a real buy. It listed at \$94.50 including federal excise tax. Masters' price was \$59.95, also tax included. Approximately the same reduction applied to the "Super." Here the list price of \$116.25, tax included, was cut to \$84.50.

A telephone call to Smith-Corona verified the list prices as correct. A member of the sales department stated that the firm sells Masters direct.

In the watch department there were only two Hamilton watches available. Calling for the men's model, I was told it was the "Scott" in a 14-karat solid gold case, listing at \$200, federal tax included. The salesman did not know the number of jewels in the movement or whether the strap buckle was also 14-karat gold. He quoted Masters' price of \$129.36, also tax included.

Telephoning the local Hamilton Watch Co. office, I was quickly informed that the company does not sell Masters. Further, the "Scott" was discontinued several years ago and the \$200 list price included the old 20% federal tax. "And anyway," the Hamilton man said, "we know that watch. It's been there quite a bit. We shop Masters regularly."

I asked if he thought the watch a good buy, even if I paid Hamilton's overhaul charge of \$12 to put it in shape. He said, "OK, provided the movement hasn't rusted."

The '54 General Electric portable mixer listing for \$19.95 would cost me \$16.95, while the \$46 Sunbeam Mixmaster would be \$39.

Discounts on other items were better. In five-piece bedroom sets—dresser, chest, bed and two night stands—a Hungerford was cut from \$490 to \$290, or 41%, and a cherry mahogany United was sliced from \$517 to \$310, or 40%, according to the tags. A Detecto bathroom scale was reduced from \$7.95 to \$5.28, or 34%.

But most appliances did not display both prices. If they bore any tag, it was just the list price and the salesman supplied the discount, attributing the reduction to "how we buy."

It is difficult to get model numbers but when you do you may find that the salesman has not given an accurate description.

A Crosley refrigerator, discounted from \$383 to \$320, or 16%, carried #CAF104 but was described as 10-cubic-foot. That model number is slightly larger. A Hotpoint refrigerator with food freezer, reduced from \$399.95 to \$290, or 27%, was called 10½-cubic-foot. No model number was obtainable, but the only kind listed at \$399.95 is a 10.1-cubic-foot.

Although there was no G-E refrigerator on the floor, the accent was on G-E. Many G-E irons and clocks were displayed and the day's special was a G-E television set.

A newspaper advertisement described the special as "#21T12—regular price \$289.95—special today \$229.95 plus trade." But when I expressed disappointment at having nothing to trade, the salesman said, "That doesn't matter. You can have it for \$190. A deposit will hold it until you want it delivered. But we've got just seven left so you'd better decide now."

Then I realized this was a closeout '54 model and not the new '55. He had the new #21T23, he told me after some prodding, but "I can cut that only \$30 today and since there's no difference in chassis why pay more? In fact, I'll let you have the '54 for \$180."

I learned later that the list price on the '55 model is only \$229.95, although the salesman implied it was much higher.

So when you drop in at Delgato's go armed with facts. The store will take a chunk out of the price no matter what. It will be a sizable one if the model is old, but you'll still do well, even on G-E and Sunbeam, if you know what you want and insist upon it.

(In Los Angeles, as the next report shows, it was "no dice" on a discount on G-E small appliances, or Sunbeam.)

## 24. Discounts Even on G-E and Sunbeam

Nick Delgato's, 2704 Main St., Buffalo, N.Y.

Wanted: One new electric mixer. Make: Sunbeam or General Electric.

Price: At least 15% off list.

With these two companies cracking down on discounters, you might think such an assignment difficult. But it isn't. At least not in Buffalo.

Just leave the downtown area and drive several miles out Route 5. Pay no attention to shabby warehouses and dark low-slung buildings—symbols of many cut rate operations—but be sure to keep one eye peeled for a legitimate-looking appliance store with prosperity dripping from huge neon signs. When you see wide-visibility, super market windows, you'll know you're there. It will be Nick Delgato's.

The store has Sunbeam. It has G-E. And if they're in stock, Delgato's will "make you a price." But before you enter, a few words of

caution—there are high pressure salesmen who might not be above pushing an old model on you if you don't know the difference.

All four salesmen were busy when I arrived and two women in a front office paid no attention to other customers. As I waited, I saw deals made rapidly. There was little haggling. Everybody expected a discount—and got it.

An elderly couple purchased a G-E cleaner #U13C1 without being told the discount. The tag was marked only "list \$89.95." But when the pair made a \$5 deposit, the salesman said, "That's \$5 down with just \$60 left to pay, plus tax." Both of them were elated at the reduction and to this day they probably don't know the cleaner is not the latest model.

But when the salesman got to me, he wasn't so generous with his discount.

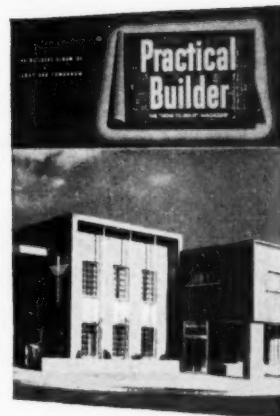




Says a Texas advertising agency (name on request):  
 "Our client reports they have received a total of 375 inquiries from the 'Market Place' issue of *Practical Builder*...not to mention those not yet counted. In fact, they still receive an occasional inquiry from last year's issue."

**Let's get to the point: Builders!**

You hear a lot about Who's Who in the light construction industry. But, to the smart advertiser, it all boils down to some simple questions and answers: Where is building done? Where people live. Who does it? *THE LOCAL BUILDER*. What does he buy? He specifies and buys all the building products, tools and equipment used in all homes built for sale; most homes built on contract; all residential and most non-residential remodeling; most farm and commercial building; and a great share of all light industrial building. And the final question: How do you sell the builder? Simple, too! Through **practical builder** ...the only real trade magazine in the building industry edited by builders for builders. Builders with buying power...that's what PB offers you. In greater measure than any other publication...and at lower cost. Get the point?



**...of the light  
 construction industry**



"ROLLS-ROYCE RULES THE AIR WORLD"—This medallion, created by Capital, will be adapted by all airlines flying Viscount turboprops around the world.

## Capital Sells a NEW Way to Fly

While others ponder kerosene-driven turboprop planes, Capital pioneers in this country by promoting them. Featured as "swift, smooth, silent, sure," Viscounts start to get a super sales and advertising program.

By LAWRENCE M. HUGHES

It helps to have something to crow about.

But the quality of the crowing counts, too.

To make the most of what it heralds as "a new concept in flight," Capital Airlines is raising sales sights and stepping up sales efforts to turn a gigantic investment into a proportionate opportunity.

For its first 40 Vickers Viscount turboprop planes Capital has undertaken to pay \$45 million. The fact that Capital hasn't got \$45 million to lay out at one time doesn't disturb its executives. James H. "Slim" Carmichael, president, sees this system, now fifth in sales among domestic lines, soon rated first in progress and prestige. James W. Austin, vice-president for traffic and sales, intends to win for these "new era" ships commensurate volume. And the 4,800 persons who work

with Capital are setting out to make the most of them.

At meetings recently held at Washington headquarters, Jim Austin has shown district and local sales managers, reservations managers and travel agents that the promotion will be worthy of the product. First Viscounts won't go into commercial service until next Apr. 1. But already the boys who deal with prospects across the 7,800-mile system have been briefed by Austin; John B. Andersen, sales promotion manager; Joel S. Daniels, advertising manager, and others. Promotion of the Viscounts is under way.

The Viscounts will get a "multi-million-dollar" promotion. Capital's over-all advertising-promotion expenditures are being stepped up 50%. The Viscount job alone involves consistent efforts in a dozen media, a wide range of sales aids, tie-ups with

suppliers and others, exhibits and sample rides—a thoroughgoing "education" of the VIP's who are the Viscount's best prospects.

Many of these are sales executives.

Have you ever flown like a bird? Capitalites will tell you that next spring, for the first time, you may soar in a plane that doesn't grunt, groan and grind. At 20,000 feet you'll fly in air pressurized to 4,000 feet. You'll glide without noise or vibration, and reach your destination faster than ever before on comparable flights.

To get turboprops, Capital had to fly across the sea. Viscounts are made by Vickers-Armstrongs, Ltd., of England. Each is powered by four Rolls-Royce engines. It is in fact, Capital says, "the first airplane built around an engine." This winter Capital will take delivery of the first three of them. By December 1955, 20 will be serving such major stations as Chicago, Cleveland, Detroit, Milwaukee, Minneapolis-St. Paul, New York, Pittsburgh and Washington. Although Capital's routes reach 53 stations and serve 75 cities, flights between these eight handle the bulk of its business.

First promotion of the 48-passenger Viscount is a brochure, "A New Concept in Flight," of which 250,000 copies have been printed. On Aug. 11

# A "Golden" Gift for Golden Giving

What's the most desired  
Christmas gift among your customers?

**Ans: Survey after survey  
says WHISKEY**

What's the most desired  
whiskey in the United States?

**Ans: Survey after survey says  
SEAGRAM'S 7 CROWN**

*Give Seagram's the most memorable way—  
in the magnificent new "GOLDEN" SERVER. It's a  
Golden Opportunity to thrill your business friends.*

A very limited quantity of Seagram's 7 Crown is being bottled in the "GOLDEN" SERVERS. So to avoid disappointment it is suggested you place your order with your customary retailer immediately.

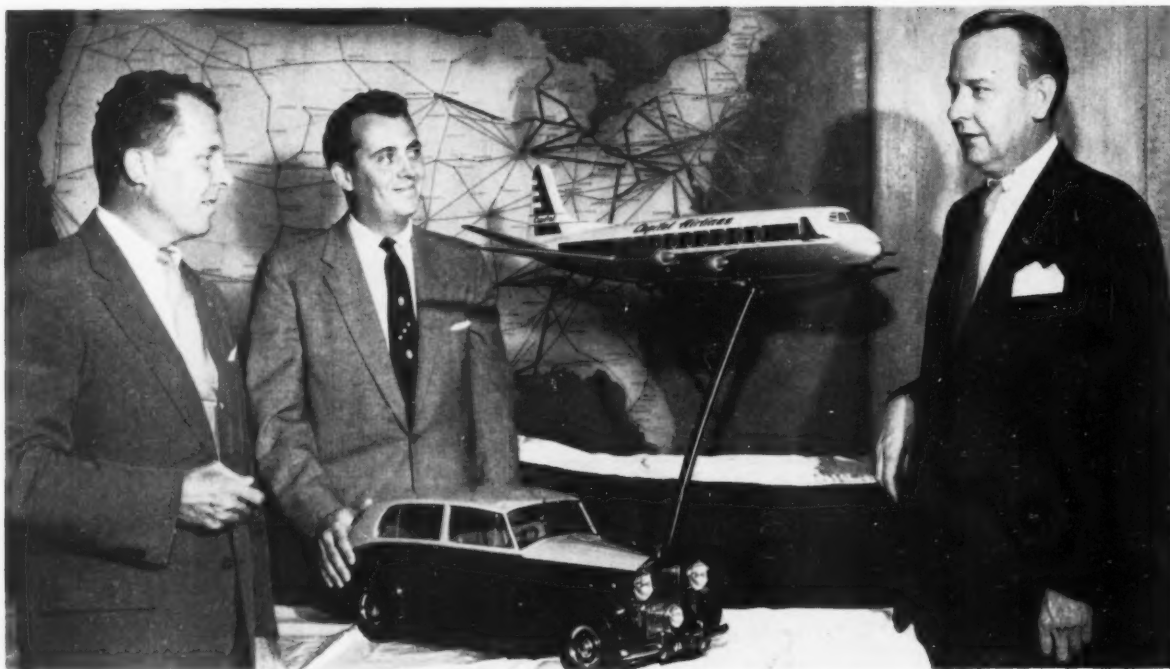
The price of Seagram's 7 Crown is the same as usual... but there is an additional charge for the "GOLDEN" SERVER. It is really very modest in comparison with its real worth.



## Give Seagram's and be Sure

SEAGRAM-DISTILLERS COMPANY, NEW YORK CITY. BLENDED WHISKEY. 86.8 PROOF. 65% GRAIN NEUTRAL SPIRITS.

NOVEMBER 1, 1954



SELLING "A NEW CONCEPT IN FLIGHT"—James W. Austin (right), vice-president, traffic and sales, Capital Airlines, and two associates, use models of Rolls-Royce-powered Viscount turboprop planes to dramatize a "new

era." Model Rolls-Royce cars stress the attributes of the engines. Joel S. Daniels (left), advertising manager, and John B. Andersen, sales promotion manager, tell Capitalites about the big new campaign for the new fleet.

President Carmichael mailed fresh-off-press copies of it to the homes of all employees. "History was made today," he wrote, "when Capital announced its purchase of 40 Rolls-Royce powered propeller turbine Viscounts, with a further option on 20 additional Viscounts. Merchandising history will be made" by the promotional program for them.

The plane (pronounced *V-i-count*) is depicted as having "an ease and comfort in flight that transforms air travel into something more than a race against time." The ship can do 385 mph and cruises at 335. The cabin is wider, the oval windows much larger than on piston planes in service today.

Center spread of the brochure shows a cutaway engine. Four-fifths of the thrust comes from the pull of propellers and only one-fifth from the push of jet propulsion. But with few moving parts and no reciprocating action, there's little jolt or friction. On a recent 24,000-mile round trip between London and New Zealand a similar Viscount used less than *one pint* of oil.

The engine burns kerosene. This costs about half as much as gasoline, but almost twice as much is used. Other operating costs, Capital expects, will be definitely lower: A turboprop engine can be replaced in

one-eighth of the time of a piston engine. Fewer parts are needed and less stress is placed on them. Economies will be carried further when Capital has replaced its present fleet of 12 Constellations, 24 DC-4's and 24 DC-3's, with 60 Viscounts. Capital will then become the first major domestic airline to standardize on one type of plane—and to operate only four-engine planes.

The Viscount will *not* be extra fare.

Although new to the U. S., Capital emphasizes, Viscounts have been "proved in over 100 million hours of safe operation." Vickers-Armstrongs flew the first prototype model in 1948. Today, in Viscounts, British European Airways carries a high proportion of all air passengers of all airlines between London and the Continent.

Among other systems which have or soon will get Viscounts are Air France, Trans-Canada, Trans-Australia, British West Indies and the Irish Airlines. Capital will join with them to sell this ship around the world. Among other things, those lines are adopting a medallion developed by Capital for the "Viscount, powered by Rolls-Royce."

Vickers' orders continue to climb. Its current backlog exceeds 150. Even if present production is doubled to

eight Viscounts a month, newcomers can't get them for years. No American planemaker has yet announced a commercial turboprop — although Convair, Douglas and Lockheed expect to have some "tangibles" to talk about in 1955. Boeing's jet transport, the 707, still is in testing stage. . . . Passengers get moral support from the presence of propellers, Jim Austin shows, and Capital will emphasize that the Viscount is *not* a jet. The plane can fly on only two of its four engines. The name Rolls-Royce on the inward side of each engine nacelle should help, too.

Capital calls the Viscount ideal for a regional airline. Until now, Austin tells his salespeople, "we've had to fly planes built for others." Capital's routes, centered at Pittsburgh, reach east to New York and Washington, west to Minneapolis-St. Paul and south to Atlanta and New Orleans. It gets to Miami through an interchange with National. But its own average hop still is only 214 miles and its average passenger travels only 320 miles. Several of its routes dead-end. On others the Civil Aeronautics Board insists that Capital make unprofitable stops and "detours." East-west the going's tough against the four coast-to-coast lines. Southward, Capital has strong competition, too.

By the time the Viscounts start op-



# How to size up an Account

When is an account too small to be attractive to a fully-staffed agency?

Some say the point of no return is reached when a budget is under fifty thousand dollars. Others set the minimum at twenty-five thousand, or lower.

Frankly, we don't think a hard and fast dollar line can be drawn. It has been our experience that the size of an account cannot be measured in dollars alone.

We cost every account very carefully, and we do not keep those on which we cannot operate profitably. We do this out of fairness to the client as well as ourselves; an underpaid agency cannot give its willing best any more than an underpaid employee can.

But size of budget is far from being the only important factor. There are other considerations, like multiplicity of product lines, number of markets involved, complexity of the marketing problem, type of distribution, amount and nature of collateral material . . . all those are determining factors.

But there is one more factor, and we think it is the most important of all: What kind of *people* are the client?

Do they have vision, or do they wear blinders of their own making?

Do they know where they're going, and have they

the courage and initiative to make a real effort to get there?

Do they regard advertising as a profit-making tool, or as a begrudged expense?

Can they understand both the power of advertising, and its limitations?

Will they respect competent advertising specialists as they would respect their legal or medical counsel?

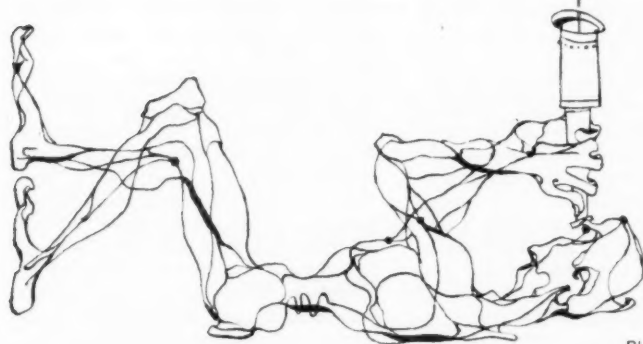
Are they fair-minded, or do they regard every supplier of service as fair game for unreasonable demands?

In short—are they *big* or *little* people?

A little budget administered by big people can be both profitable and enjoyable. And it has an excellent chance of becoming a *big* budget.

On the other hand, the biggest budget in the hands of little people is quite often not only unprofitable, but unendurable.

That is why — in considering the solicitation or acceptance of an account—we measure it in terms of people as carefully as we do in terms of dollars. We have several small budgets in the house, but not a single small client.



Marsteller,  
Gebhardt  
and  
Reed, Inc.

A D V E R T I S I N G

CHICAGO • PITTSBURGH • NEW YORK  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

## Capital Aims Viscount Campaign at Business Executives

Sales executives and other businessmen—already 85% of Capital's 2.5 million annual passengers—are primary targets in the campaign to introduce Viscount turboprop planes. Publication advertising has begun a half year before the new planes go into commercial service. This list includes:

Aviation: *American Aviation* and *Aviation Week*.

Local "commerce" papers: *Baltimore, Buffalo Business, Cleveland, Detroit, Greater Minneapolis, New Orleans Port Record, Greater Philadelphia, Greater Pittsburgh, Rochester* and *Washington Board of Trade*.

Financial: *Forbes* and *The Wall Street Journal* (Eastern and Midwest editions.)

Sales: SALES MANAGEMENT.

Advertising: *Advertising Age, Editor & Publisher, Printer's Ink* and *Southern Advertiser*.

Travel: *ASTA News* (of American Society of Travel Agents), *Travel Agent, Travel Items* and *Travel Trade*.

Starting in January the list will be augmented by two-column insertions in *Business Week, Newsweek* and *Time*.

Three-dimensional, illuminated outdoor painted boards soon will show the Viscount near airports of Chicago, Cleveland, Detroit, Milwaukee, Minneapolis-St. Paul, New York, Pittsburgh and Washington.

And in these eight areas, next March, display advertisements in all general dailies and radio and TV spots will put here-and-now into Capital's "new era of flight."

erating, Capital hopes for CAB permission to remove some snags, to run non-stop between additional major cities, and to get new routes and extensions. The Viscounts' full-load range of 1,500 miles would permit non-stop flights between any two points on the present system.

Capitalites learn that "the Viscount will be as fast or faster on all Capital routes than any plane known today" on short runs. But Capital schedules will be conservative: the Pittsburgh-Washington and Pittsburgh-Detroit runs will take less than an hour; the Cleveland-Milwaukee, Cleveland-Washington, Pittsburgh-New York flights hardly more than an hour. Only 92 minutes will separate Detroit and Washington.

A Viscount costs only about half as much to buy as a Super-Constellation or a DC-7. But even that is plenty. The \$45 million committed for the first 40 planes equals the company's entire operating revenue in 1953. All the 1953 net income of \$1,652,289 went back into the business. For nearly a decade stockholders have gone without dividends.

For Viscounts Capital will pay as it flies.

"Slim" Carmichael tells stockholders how *this* miracle is being thrown. Purchase of each plane, its spare engine and parts is being amortized, upon delivery, over 60 months. For each Capital will pay \$16,000 a month, plus 1¾% a year more than the current Bank of England rediscount rate (now 3%.)

Capital has studied the Viscount carefully. In the last six months, Jim Austin says, the company's key executives "have spent almost as much time in England as in the United States." Right now 25 Capitalites are in England, at Vickers-Armstrongs and Rolls-Royce, preparing to train others, over here, in the New Concept of Flight.

By pioneering such services as air-coach and special flights, Capital added working capital as it went along. . . . Recently it cleared nearly \$4 million by swapping seven longer-range 749 Constellations for seven of British Overseas Airways' 049 "Connies." . . . Seven of its DC-3's have been sold to U. S. Steel Corp. for executive use. Capital continues to operate and maintain them—even to commissary service. ("After all," Austin explains, "we're in the busi-

ness of operating airplanes.") . . . Another source of revenue is the sale of advertising on timetables and ticket envelopes for Capital's 2.5 million passengers annually . . .

Capital's Viscount campaign, through Lewis Edwin Ryan, Washington, D. C., will be supported by Vickers Limited that has appointed McCann-Erickson, Inc., for an international program. In addition to Vickers-Armstrongs, the "Vickers Group" comprises some 50 companies in businesses ranging from shipbuilding and business machines to printing presses, optical instruments, plastics and rubber goods.

More than 100 American suppliers to the Viscount are being urged by Capital's district sales managers to promote Capital's new planes in their own advertising. Among those that have already agreed to do so are Bendix and Collins, for radio equipment; Esso lubricating oil; Simmonds fuel gauges; Thermix seating. Kits for district sm's also will be used to get other companies behind the Viscount name. Viscounts will appear as model planes and in jigsaw puzzles. Fashion factors, from designers to department stores, will be asked to capitalize on the New Concept. Makers of cigarettes, cosmetics and luggage may introduce Viscount brands.

About 85% of Capital's own customers are sales executives and other businessmen. Early in 1955 a lot of "group leaders" will get sample rides on the new planes. Millions more will be reached through advertising, promotion and publicity. The Viscounts are news.

In both the preselling and selling stages, themes in all media are dovetailed. The first 100,000 copies of "A New Concept in Flight" were mailed Oct. 12 to best prospects, and 150,000 more will be offered at ticket counters and in flight kits on all Capital planes.

Between now and next April publications in the travel, aviation, sales, advertising, financial and local "commerce" fields each will carry four Viscount advertisements, starting with the headline: "A New Concept . . ."

At two-month intervals, 100,000 copies each will be distributed of an engine folder, "The Magic of a Name" (Rolls-Royce); a passenger feature folder, "Quiet Elegance," and then on over-all attributes, "Swift, Smooth, Silent, Sure." Each district manager has provided HQ with a list of key prospects and "influencers" in his area. These include city leaders; general and sales executives of businesses; advertising agency, press and public relations executives; industrial



## Great Discoveries That Really Paid Off!

People talked about it, but nobody did anything, except Benjamin Franklin! It was he who, in 1742, weaned cooking from the openhearth to the convenience of his Poor Richard's stove, ushering in a chain of discoveries and developments in home appliances.

Today, modern work-savers are enjoyed by people in even the smallest population centers. Of the more than

750,000 Small-Town Families who read GRIT:  
91.7% own washing machines, 93.8% have refrigerators,  
19.4% own home food freezers, 84% own sewing machines,  
97.5% use electric irons and 68.3% own vacuum cleaners.

Advertisers who are doing something about reaching the Small-Town GRIT Market know that it's paying off . . . and it will pay off for you, too!

### Another Case History Where GRIT Paid Off!

In the Spring of 1950, only 15.3% of GRIT Families were using LP-Gas as a fuel for cooking. LP-Gas Information Service began a campaign in GRIT in the Fall of 1950. Today, this cooking fuel is used by 26.2% of Small-Town GRIT Families . . . an actual increase of 71.2%!

## GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.



**4**

**TEST Market TEST**

**Q** How does INDUSTRIAL DIVERSITY help **ROANOKE** as a Test Market?

**A** Continuity of buying power in this half-billion dollar market is insured by Roanoke's industrial diversity.

Plants in the Roanoke area include such names as GE, Dupont, U. S. Steel, Celanese, National Carbide, Burlington Mills, James Lees U. S. Gypsum, Yale & Towne.

One of many reasons why **ROANOKE** is an **IDEAL TEST MARKET!**

**ROANOKE TIMES AND WORLD-NEWS**  
ROANOKE, VIRGINIA  
SAWYER • FERGUSON • WALKER CO., National Representatives

Write for complimentary copy of prize-winning brochure: *Portrait of A Newspaper Market* explaining Roanoke and its test market qualifications. Address: Sawyer-Ferguson-Walker Co., 60 East 42 St., New York 17, N. Y.

## The World-Herald New 103 PLAN

Gives you Fully effective advertising  
to help sell this market of  
1½-million people.

### The Omaha World-Herald

O'Mara and Ormsbee National Representatives  
New York • Chicago • Detroit • San Francisco • Los Angeles

**252,522 Daily**      **261,374 Sunday**  
Publisher's statement for six month period ending March 31, 1954

traffic managers; travel agents.

VIP's will get a framed picture of the Viscount. The ship will fly from a wall calendar to a 24" x 35" display poster. It will be featured on letters and postage cancellations; timetables; ticket envelopes, baggage stickers; matchbooks, post cards, playing cards and souvenir coins. The medallion will become a three-dimensional wall plaque. Model Viscounts will appear in sizes up to eight-foot wingspread, for the use of all who would like to make them a symbol of *their* progress.

Rolls-Royce, Ltd., has provided a full-sized cutaway of the 8' x 3' engine, which Capital is taking, with fixin's, on a 45-foot truck-trailer for showing at such places as leading hotels; National Air Show, Dayton; Willow Run airport, near Detroit; Chicago's Merchandise Mart. A streamlined Capital hostess explains the engine's simplicity and dispenses "literature."

### Signs at Airports

Three - dimensional, illuminated outdoor painted boards adjoining airports of eight major areas will depict the coming of the Viscount. On Mar. 1 these boards will be repainted to launch the actual service.

Supplementing the full-page, advertisements in other business and executive publications, a two-column, two-color series will start Jan. 1 in three news weeklies.

Meanwhile, in the eight areas, in March, display advertisements in newspapers and radio and TV commercials will go to work. All general dailies there will get weekly insertions—1,200, 450 and 249 lines, and then back to 1,200 again. Schedules will be made so that each market gets at least one 1,200-line shot each week. . . . On radio Capital will buy either morning news programs or 60-second spots, Monday through Friday, next to such programs. Twenty-second spots on television will adjoin "Class A" network shows.

Then there's the film, "A New Concept in Flight." A 20-minute, 16-mm. color movie, is being released Nov. 1. Capital's district people are arranging showings for it before business and service clubs and other groups. They hope to have others present it on TV. The film was shot largely by Capital cameraman John Prihoda. It reveals the craftsmanship of Vickers-Armstrongs and Rolls-Royce.

With the help of such sales stimuli, "A New Era of Flight" soon will be taking off.

**The End.**

**SALES MANAGEMENT**





### "BRITAIN'S OTHER QUEEN"

(Starting October 31, 1954)

**ROYALTY.** The eyes of the nation are eagerly watching Britain's Queen Mother. Timed to her stay here, The American Weekly presents a 2-part condensation of Jennifer Ellis' new biography of this warm, gracious woman



### "ROOM FOR THE FAMILY—THE KITCHEN"

(October 31, 1954)

**HOMEMAKING.** As family life becomes more informal, the once lowly kitchen is rising to "living room" status. Here are 4 new designs—in a full color spread that's typical of how The American Weekly meets modern living enthusiasms.



### "NO MORE BUNDLING"

(November 7, 1954)

**CHILDREN.** Everyone wants his own heir apparent to dress as well as any crown prince. The American Weekly shows how to do it, explains how modern mothers can keep children healthfully warm without bulky garments.



### "IT HAPPENED LIKE THIS"

(Starting November 7, 1954)

**STARS.** John Wayne calls himself "no actor" in his serialized life story which he tells for the first time. This account of an unorthodox rise to stardom reveals the deep qualities of one of today's top box-office attractions.

## Enthusiasm MOVES PEOPLE... MOVES PRODUCTS

From story-telling front cover to humor and etiquette columns on the back pages, The American Weekly is bright with top drawer entertainment. Great writing by important people; stimulating service features; striking illustrations . . . all wrapped up in a modern colorful package.

Each exciting issue is built on the distinctive edi-

torial philosophy which says: *meet the enthusiasms of the American family!* The American Weekly deals only with those appeals to which most people respond most eagerly.

Because the enthusiasms of nearly 10 million families spill over from page to page, advertisers find The American Weekly a money-making market place.

*The*  
**AMERICAN WEEKLY**

63 Vesey Street, New York 7, N. Y.

**Beamed to the Enthusiasms of the American Family**

NOVEMBER 1, 1954

63

# Need Sales Quickly? Don't Overlook Mailers

Hunt-Spiller's modest direct mail campaign produced solid results within 90 days in an industry where sales usually come long after the initial sales call is made.

BY DAN CALLANAN

Another sales tool has been found for industrial casting sales representatives at the Hunt-Spiller Manufacturing Corp., South Boston, makers of "Gun Iron" castings since 1810. According to Harold Brown, sales manager, Industrial Castings, a direct mail sales campaign, within 90 days, has:

- Announced completion of HSGI's latest expansion and modernization program to officials in 717 selected New England firms.

- Acquainted 354 old customers with HSGI's new facilities for saving them money on their industrial casting orders.

- Assisted nine sales representatives in their efforts to contact 186 current prospects.

- Attracted 15 orders and 78 price requests from 93 previously unsolicited prospects in this selective market.

The direct mail sales campaign began soon after completion of HSGI's recent \$300,000 expansion and modernization program. It was designed to cover every prospect in New England, a large area for a foundry the size of Hunt-Spiller.

Because nearly every local user of industrial castings can be identified by the products listed after his name in Hall's *Directory of New England Manufacturers*, this 451-page volume was turned over to Dickie-Raymond, Inc., for the compiling of a mailing list.

Dickie-Raymond pulled 619 names from the directory, checked them against a list of HSGI's old customers, cut 1,237 stencils and then prepared, multigraphed and mailed a single-page questionnaire to every purchasing agent and chief engineer in 717 prospective New England firms. A self-addressed, postpaid envelope was included with the mailing piece.

Two days after the April 16th

mailing the blue questionnaires began flowing back into HSGI's sales office:

1. Six had notes scribbled on their margins—notes inviting HSGI's sales representatives to drop in for a visit.

2. Another eight had specific questions penned between the lines—questions stemming from queries in the questionnaire.

3. There were 158 affirmative replies to the blue sheet's final question: "Would you be interested in receiving further information about HSGI's foundry?"

To these 158 firms, the sales staff sent a 24-page brochure, *Furnace to Foundry to Finishing*, which had been prepared to acquaint New England foundry customers with HSGI's background, facilities, air furnace process, casting techniques and production methods. Short copy and plenty of pictures make the brochure quick, easy reading.

Each firm was also contacted by a sales representative prepared with HSGI information pertinent to the prospect's request.

Three weeks later, May 2nd, D-R sent a second mailing piece to officials at the 497 firms that had not replied to the questionnaire. This time it was a letter on HSGI stationery—an open

letter in which the 24-page brochure was offered to those who checked and returned an enclosed, postpaid, personalized reply card.

It was the first time *Furnace to Foundry to Finishing* had been mentioned to these firms. Within a week, 52 had requested the booklet.

Again HSGI sales representatives found themselves contacting previously unsolicited prospects, old customers and current prospects. Again they were ready to answer specific questions about HSGI industrial casting facilities.

The foundry business is noted for an unusual lag between initial contact and order. Some lags have been as long as two years.

Yet, 90 days after the start of the direct mail sales campaign, HSGI sales representatives realized that this sales tool was directly responsible for:

- Orders valued at \$3,100, or three times the initial cost of the campaign.

- More than one-third of the company's New England market asking for more information about the modernized foundry.

- Old customers—five—increasing their orders.

- Openings with 15 new accounts, five of whom can be encouraged to spend \$25,000 per year while another five have potential annual expenditures between \$10,000 and \$25,000 for HSGI industrial castings.

These results have prompted the industrial castings sales department to send quarterly mailing pieces—short, newsy bulletins with plenty of pictures showing the ultimate applications of industrial castings made at the HSGI foundry—to the 717 firms now carried in the stencil file. Thus, the company hopes that sooner or later, practically every potential customer will see that his own industrial iron and steel casting requirements can be provided through HSGI.

The End

## HSGI: A Familiar Trademark

Hunt-Spiller is a national manufacturer of iron and steel castings for the railroad and automotive markets. Its HSGI trademark is carried on commercial castings, diesel parts, brake drums, marine engine parts, piston rings and steam locomotive parts.

The South Boston firm has been pioneering in metal castings since Cyrus Alger established his foundry in 1810. Under one of its early contracts, the company produced cannon balls during the War of 1812.

# Plastics Packager

MONSANTO  
CHEMICALS - PLASTICS



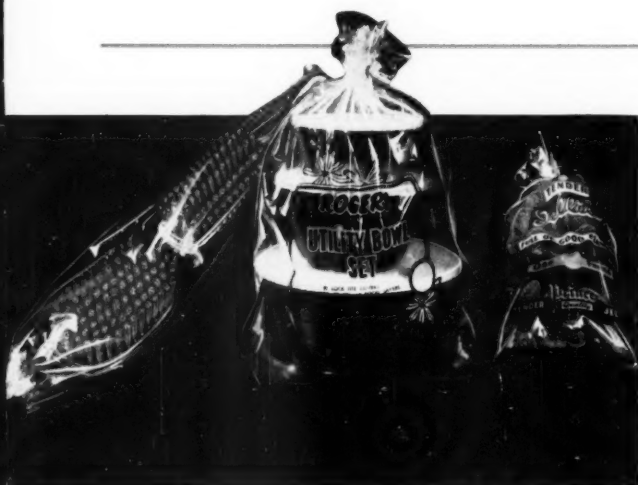
*with Premium and Display News*

PLASTICS DIVISION • MONSANTO CHEMICAL CO. • SPRINGFIELD, MASS.

Increased Sales

Are in the Bag

*Polyethylene*



There's one sure way to tell when a relatively new material has come of age in the packaging field. *It's when it becomes readily available already fabricated in a variety of stock sizes.*

And that's exactly what has happened to polyethylene bags. Their acceptance has been so great, their advantages so important, their sales records so impressive that today you can purchase them out of stock in a growing number of standard sizes from many well-qualified converters.

The reasons are not hard to explain. At every level of their use — manufacturer, retailer, consumer — polyethylene bags offer real and tangible benefits.

*The manufacturer* likes them because they are transparent; flexible yet tough; easy to print, fill and seal; tasteless and odorless; resistant to chemicals; provide excellent moisture protection; economical.

*The retailer* likes polyethylene bags — and uses them in tremendous quantities for on-the-spot packaging in his store — because they reduce spoilage and soilage; are ideal for increasing unit sales through bulk, combination, or related item packaging; permit visible inventory checking; add eye and touch appeal to otherwise routine merchandise; have excellent shelf life regardless of light, temperature or humidity changes.

*The consumer* likes polyethylene bags not only because they look and feel so neat, but also because they have so much *re-use value*. Literally by the millions they are used for food storage and freezing, for carrying toilet articles while traveling, for knitting bags, sewing kits, and hundreds of other practical everyday home uses.

No wonder so many new items are turning up every day in polyethylene bags. Old standbys in the drug and food fields are rapidly being joined by hardware, clothing, dry goods, notions, and even electrical appliances!

If you haven't already done so, it would be wise to check into the possibilities of packaging your products in polyethylene. Stock size bags assure fast delivery and reduce inventory requirements. They also avoid the necessity of fixture and loading device changes if you wish to buy from several sources.

For further information on stock polyethylene bags — sources of supply, sizes, gauges, packing, etc. — simply fill in the coupon and drop it in the mail.



*In addition to bags, this vast array of stock polyethylene bottles, tubes and containers illustrates the range of versatility and decorative possibilities attainable.*

## Colorful Tablet Packet Used as Premium Package



Plastics invaded another packaging stronghold last week. Colorful and convenient aspirin tablet packets molded of Monsanto Lustrex® styrene made their debut over the drug counters and added a note of fashion to standard-size bottles of Squibb Aspirin.

The new Trak-Pak\* dispenser package is designed to fit easily into pocket or purse and has a built-in appeal for



lady shoppers. A special patented sliding panel device makes it easy to fill and re-fill, and also acts as a single-tablet dispenser in use. The selection of four delicate Lustrex colors increases visual attraction on display.

Designed and molded for E. R. Squibb & Sons by Atlantic Plastics Inc., Stamford, Conn., the packets are merchandised as premium giveaways with the purchase of a bottle of 100 tablets. A set-up display of 24 units, as illustrated, practically insures front counter space. A sample Trak-Pak, which is attached by chain to a special display slot, invites the passing customer to take that important step toward the cash register.

*\*Trade Mark, E. R. Squibb & Sons*

## New Plastic Cabinets End "Mis-placed-itis"



This practical and efficient storage unit is designed for merchandising, displaying, and keeping track of small items. Useful new "Swing Bins" molded of transparent Lustrex styrene provide maximum visibility and space economy. Dozens of small items and short-order stocks can be stored and displayed in one-tenth the space ordinarily required in conventional drawer or bin storage.

Sturdily designed, six generous drawers, each 2½" wide by 1-1/16" deep by 9½" long, swing in a full radius from the support bar. Dividers, also of crystal Lustrex, are provided to separate each drawer into as many as four compartments. Drawers are easily removed for cleaning, or alternated for storing tall articles.

Molded by the Campro Company, Canton, Ohio, for Akro-Mils, Inc., Akron, Ohio, the Swing Bins are specially designed for storing drugs, cosmetics, jewelry, medicines and small hardware items, making them always fully visible, clean, organized and orderly-indexed.



## Disposable Petri Dish New Research Aid in Bacteriology

Plastic packages, scientifically designed for end-use function, are simplifying technical problems of long standing. An example is a new type of petri dish that makes possible for the first time the rapid separation and identification of micro-organisms for bacteriological study. Developed by the Lovell Chemical Co., it is designed for use with a new microbiological Millipore\* filter membrane which retains bacteria on its surface where colonies are readily formed and cultured.

In designing the unit, it was vital that some way be found to insure keeping any virulent bacteria sealed in during handling. This was solved by designing the cover and base with a swaged or slanted-chisel union. Once closed properly, the packet can be opened only by inserting a sharp instrument under the molded-in lugs. It cannot be opened accidentally or by mere finger pressure.

Molded entirely of Lustrex styrene by the Joseph P. Miller Co., Leominster, Mass., the all-plastic packet is resistant to breakage and free from sweating and condensation, important reasons for selecting plastics for this use. The

\*Reg. Lovell Chemical Co.



marked success of plastic packages and containers in the field of science is based on the unique characteristics of chemical and acid resistance, lightness of weight and transparency afforded by thermoplastic materials.

## Anti-Static Display Stays Dust-Free



A display unit that *stays* sparkling clean and dust-free for long periods has been the object of many a search by manufacturers whose products' display life is too often cut short because display units become shoddy-looking too soon.

One result of this search is a new plastic display unit for Grove Laboratories' Bromo Quinine and 4-Way Cold Tablets. Molded by Kollercraft Plastic Products, Inc., Fenton, Mo., the material used is Monsanto's Lustrex R-LDA, a special anti-static styrene plastic. As a result, the display does not attract dust or lint particles, always looks clean, and lends to the contents an appearance of freshness and sanitation which is so important to food, drug and allied industries.

A back plate and bottom section, cemented together, are the only two pieces that make up the unit. The clean ivory color goes all the way through and will not chip, flake or fade. The only finishing steps required in production are clipping off the mold sprue and applying the decorative decals.



## Pharmaceutical Houses Pick **VUEPAK**\* for New Product Promotion



Samples, direct mail and sales presentation pieces have been given a unique three-dimensional aspect through the use of "cavity-formed" components made of Vuepak®, Monsanto's cellulose acetate rigid film. Simple slide-top boxes have been most popular for tablets and capsules, but many variations such as blotters, paper weights and other desk accessories have also used single or multi-cavity-formed parts made of Vuepak to hold new product samples and demonstrate their advantages.

There are four good reasons for the use of Vuepak in promotions of this type: (1) Its excellent transparency lets the packaged products be seen to best advantage. (2) It is ideal for the special hot die method of cavity forming. (3) Vuepak is easily printed with one or more colors by almost any type of printing process. (4) Vuepak can be readily used in combination with other materials such as paperboard or metal.

Speed of fabrication is another important factor. Plastic

\*Registered Trade Mark

Artisans, Inc., White Plains, N. Y., who made the packages illustrated here, turns out slide-top boxes at rates up to 25,000 per hour, including printing.

Although cavity-formed packages and components have perhaps found their greatest use with pharmaceuticals, they have by no means been confined to that field. Items ranging from photographic filters to sewing machine needles and even fishing tackle have been successfully packaged by this method.

Monsanto has issued a new booklet on the fabricating and decorating of Vuepak. Various fabricating techniques, including vacuum forming, and such package fabricating procedures as cutting, folding, creasing, sealing, beading and drawing are clearly illustrated and described. Printing and decorating processes discussed include silk screening, letterpress, dry offset, aniline, gravure, lithography and collotype. The booklet can be obtained by simply returning the coupon below.

**LUSTREX, VUEPAK:** Registered U. S. Pat. Off.



### MONSANTO CHEMICAL COMPANY Plastics Division • SPRINGFIELD, MASSACHUSETTS

Please send further information on:

- ☐ Decorating Vuepak  
☐ Lustrex packages

- ☐ Polyethylene bags  
☐ containers  
☐ bottles

Name \_\_\_\_\_

Title \_\_\_\_\_

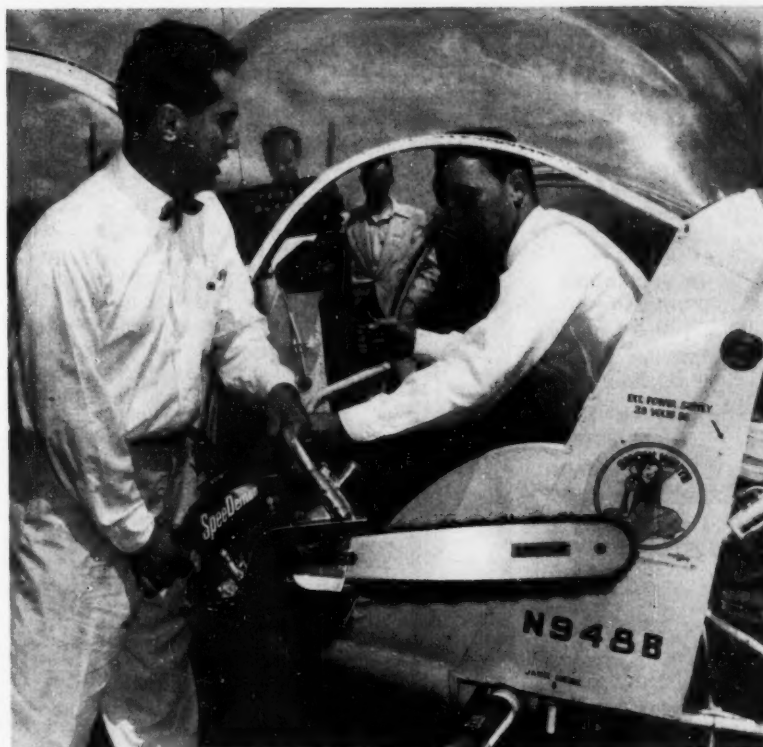
Company \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

**SPEEDY** Leonard Strunk (left), a chain saw dealer and mechanic for someone else five years ago, had a helicopter land at his factory and rush the first production model of his own chain saw to his alma mater, Clemson University.



## He Saw Opportunity, Grabbed It

Did you ever get the feeling that something you are selling could be made better, and that perhaps it could be made to do more? Well, do as Len Strunk did and start tinkering—you, too, may come up with a million-dollar business.

Leonard Strunk was a farm boy, a graduate of Clemson University, who bought a 330-acre farm upon returning from service. He applied his training as an agricultural engineer to dairy farming but loved to tinker with small engines.

As a sideline to farming he repaired chain saws for his neighbors, then became a chain saw retailer and later, distributor. All the while, he felt that the saws could be made better.

"They were too complicated," he says, "they should be simple. The people who use them are not engineers."

He was handling a line of Reed-Prentice Co. chain saws, found a few "bugs" in them and told the company. Reed-Prentice invited him to come to its plant and straighten out

its inventory. After Strunk cleared up the stocks of saws, the company decided to go out of the chain saw business.

Len Strunk saw opportunity and grabbed it with both hands. He mortgaged his farm and bought out Reed-Prentice's chain saw division. For manufacturing facilities he bought surplus barracks from the government for \$800 and set them up on his Coatsville, Pa., farm.

He was as good a salesman as he was an engineer. He landed Sears, Roebuck & Co. as his first major account. There was just one small obstacle: He was out of cash.

It didn't take him long to decide on the next move. He sold his herd of dairy cows and went into production on his own chain saws. All this

took place less than five years ago.

How's Len Strunk doing today? With his wife as active partner, he owns outright a growing company that is doing \$3½ million this year in sales of chain saws. While his isn't top company in earnings, he claims to sell more chain saws than anyone else.

Len Strunk's \$229 was the lowest price on a quality chain saw on the market—until a few weeks ago when he introduced his "Speedemon" at \$179. Len is after the three-and-a-half million farmers across the country who have woodlots and can make them pay with a chain saw. He plans to keep lowering his prices and keep making his saws simpler until he has one of his saws in every bairn in America.

Furthermore, he plans to offer farmers and sportsmen a mobile source of power that will do every job they now do by hand. He has attachments designed and tested for turning a chain saw into a dozen different tools as divergent as a power winch (which can pull a truck), an out-board motor, a post-hole digger, a soil tiller and tree sprayer.

He has already perfected a small

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Ever Designed...

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tractor (just 60 pounds) which will pull a sizable lawn mower or push a snowplow. No bigger than a child's toy tractor, Strunk's "Chipmunk" can be operated on a steep grade, pull a fair size load, including the operator. The tractor will retail at less than some power mowers.

Strunk is guided by three principles: Give the consumer a source of power simple in design and operation; make it serve many purposes; keep the price low to widen the market.

At 36, Strunk is quite a bundle of mobile power himself. He gets more ideas a minute than the average man gets all year. At the first national meeting of his distributors, he arranged for a helicopter to land, pick up the first "Speedemon" from the assembly line and rush it off to Clemson University.

He ran the meeting pretty much as a one-man show, and distributors found it inspiring to watch him work.

He personally conducted them through his plant, now employing 80 men. He discussed every one of the seven saws in his line.

Strunk has 100 distributors in 35 states and Canada. It took him a little over two years to build his present distributive setup with the help of Sales Manager Jack Tolley, six salesmen and plenty of advertising. Many of his distributors were acquired through coupons on trade advertising.

Presently Strunk spends \$150,000 a year on advertising—most of it in farm publications. His latest marketing idea is to set up a chain saw department in retail outlets. A display background, complete with lighting and storage space for parts, is available to dealers for establishing chain saw departments. The displays are self-liquidating for Strunk and are handled on a cooperative basis between distributors and dealers.

The End.

### There's a Revolution in Cincinnati, Too

One of the big department stores in Cincinnati sent its own shoppers out to shop the discount houses and an executive has turned the summarized findings over to SALES MANAGEMENT for exclusive publication. He tells SM, "We have determined, along with several of the other merchants in the city, to give them quite a tough battle."

But this is what he is up against:

Company	Product	Identification	Discount
Stern Vending	Soup to nuts	needed	25% to 40%
Kellson Cigar	Ditto — no furniture	none	25% to 33-1/3%
Cincinnati Vending	Ditto — no furniture	driver's license	25% to 33-1/3%
General Sales	all but furniture	very little	up to 1/3
Oskamp-Nolting	jewelry	none	up to 1/3
Richter & Phillips	jewelry	none	up to 1/3
Wersbrodt	electrical appliances	none	up to 1/3
C. R. Heilman & Co.	jewelry	none	up to 1/3
Associated Discount	electrical appliances	none	up to 1/3
Swallem Company	everything	very little	up to 40%
Consumers Supply	everything	none	up to 40%

The store's shoppers called attention also to United Discount, Lockland, O., where "for \$1.10 you join their club and are entitled to their discount catalog, but if you don't send the \$1.10 you get the catalog anyway," and to Cappel, MacDonald and Co., Dayton, with its complete and beautiful catalog and its policy of supplying manufacturers with sales contest and other incentive prizes, honor awards, etc., at savings up to 40%.

Turn to page 52 for more Adventures in Shopping.

Be sure to read . . .

## AUTOMATIC SELLING

By G. R. Schreiber

Your key to plus-sales and profits  
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THREE million silent salesmen moved \$1.5 billion worth of goods last year. Robot retailers will double that figure by 1960. Here's the book that can tell you how to share in this merchandising revolution. What products can machines sell? What can't they sell? What markets can machines open up? What profits can you expect? What problems? These are just a few of the hundreds of questions answered by this book.

Written by a man who has helped pioneer automatic selling during the period of its greatest growth, the book is packed with authoritative facts and figures on every aspect. An easy-to-read account of new markets, new profits and business 'round the clock. See what *Automatic Selling* can do for your sales picture. Send for a copy on ten days' approval today.

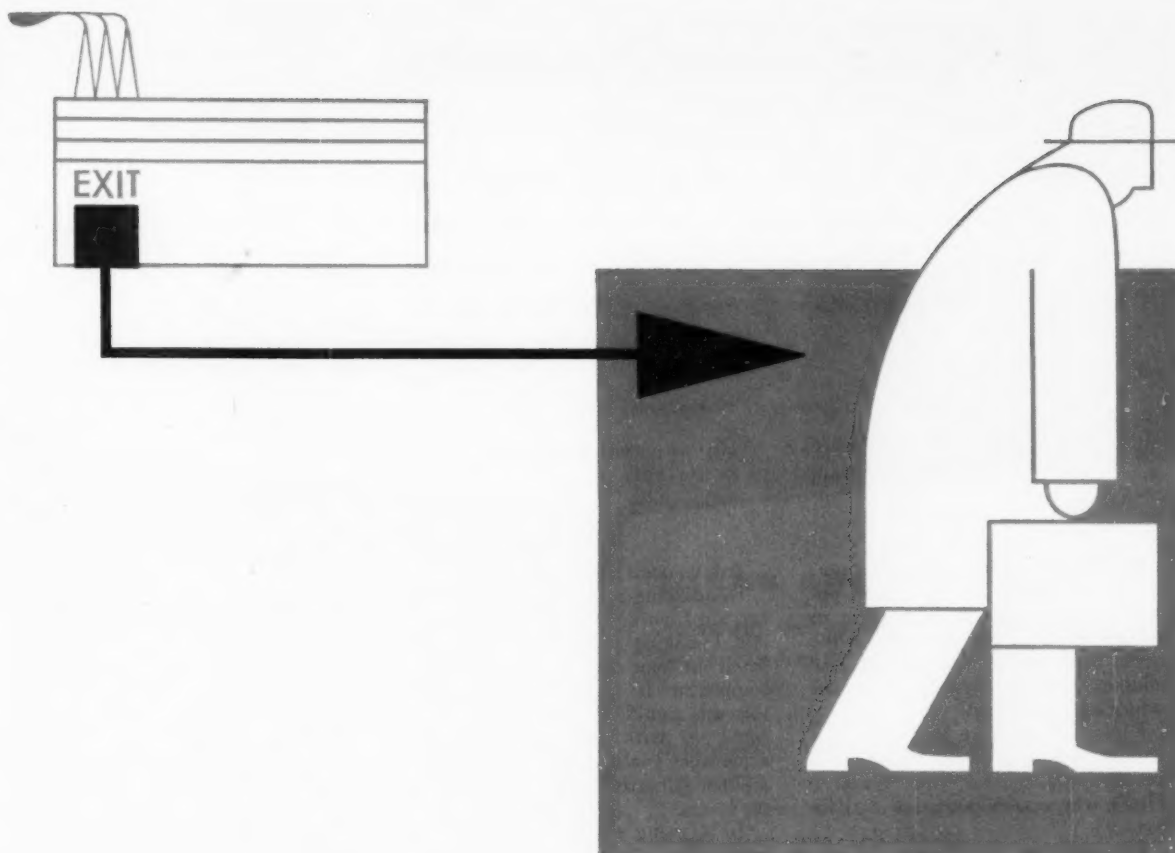
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## *post mortem on a lost sale — — —*

■ The plain fact was that the salesman got there too late. Competition got in on the ground floor. But *you* can beat competitors to the gun much more often by making it easier for more buyers to call in your men first. — ■ A good catalog program is the key, because those who specify in industry almost always use catalogs to sift suppliers before calling in salesmen. And *your* catalogs can be planned specifically to induce more of them to call your men. They can be placed strategically in the offices of all potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been the whole business of Sweet's for nearly 50 years. A helpful new booklet, "Your catalogs—key to more orders," is yours for the asking. Sweet's Catalog Service, div. of F. W. Dodge Corp., Dept. 25, 119 W. 40 St., New York 18. Offices in all principal cities. "The easier you make it for people to *buy* your products, the easier they are to *sell*."



# The ABC's of Sales Potential

In this first article Mr. Bengé defines potential, indicates nature of data to be assembled, tells how facts must be organized and analyzed. He shows how knowledge of potential lifts efficiency of both management and the field force.

*The first of a group of three articles*

**BY EUGENE J. BENGE • Management Engineer,  
Author of "Manpower in Marketing"**

Whether you realize it or not, factual knowledge of your sales potential may be the shortest route to lower sales costs. It may point out the surest and easiest way to increase volume, promote diversification and reduce unit sales costs.

For years you have been seeking a market for your products. How about seeking products for your market? That's where sales potential is at its best.

Potential has dimensions and can be mastered only if these dimensions are considered jointly. They are best expressed in Rudyard Kipling's stanza:

"I keep six faithful serving men,  
They taught me all I knew,  
Their names are WHAT, and  
WHY and WHEN  
And HOW and WHERE and  
WHO."

Get answers (specific if possible; estimates otherwise) to these six questions about your market and you'll discover new, galvanizing sales objectives.

Since markets are *people*, studies of sales potential mean more than averages, ratios, percentages and totals. They mean attitudes and ambitions, trends and traditions, prides and prejudices—all these, and statistics too.

Since markets are people and not places, they have varying needs—in terms of consumers, retailers, wholesalers, manufacturers.

The study of sales potential is not a simple problem which can be solved over some rainy week end when the golf course is a bit sloshy. Rather, it is a complex, changing, continuing problem which challenges your best thinking and yields conclusions for sales planning, modifications of policy, new approaches—success instead of failure.

Ask yourself these questions:

In adapting my selling to my market, am I working with fact or fancy? Am I making fundamental decisions based on hope and hunch, while my competitor is painstakingly wading through significant research data to come up with sound answers and achievable goals? Am I trying to be a super-salesman or sales administrator?

In a rising economy, almost anybody can sit in the sales manager's chair and seem to do well. Volume rises, unit costs drop, salesmen make good earnings, customers even say, "Please."

But when the business cycle starts downward, the price of sales success is sales research. The time to start that research is *now*, for a glance at the economic clock will tell you that it's later than you think.

Facts about territory potential should be:

1. Specific.
2. Directly usable by sales manager, salesman or dealer.
3. Combinable, for statistical summaries and deductions.

Potential is difficult to define because it is both *kind* and *amount*.

However, by translating all potential into possible sales dollars, any amount of any kind can be computed or estimated. Contrast these two ways to express potential:

## Improper

In Wiggle County there are about 7,000 farmers, who buy our kind of merchandise.

**Comment:** So what? This information is of little help either to the sales manager in setting quotas or to the salesman in going after business.

## Proper

Last year 6,980 farmers in Wiggle County bought:

Product	Total	Co. Sales	Co. %
A	\$ 5,200	\$1,300	25
B	35,500	360	1
C	60,000	3,000	5
Total	100,700	4,660	5

**Comment:** By comparing our company sales with total sales, by product, we derive valuable conclusions.

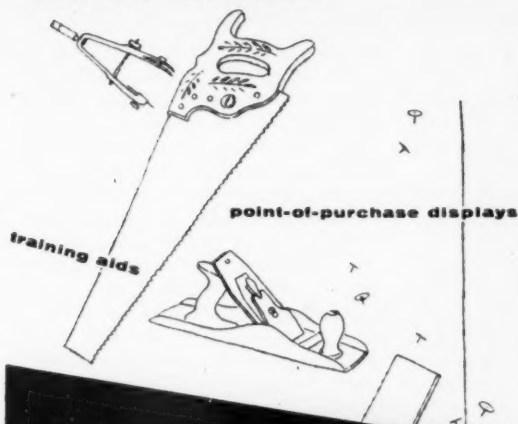
**Conclusion:** We need further study to determine whether to push Product B or C, or both.

In the above comparison, it looks

## This is the first of three articles designed for:

1. The company that knows little or nothing about research on potential or the values to be derived from it.
2. The company that already believes a study of potentials might be useful but doesn't quite know how, or to what extent.
3. The company that is ready to undertake a study but doesn't know how to proceed.

sales meetings properties



point-of-purchase displays

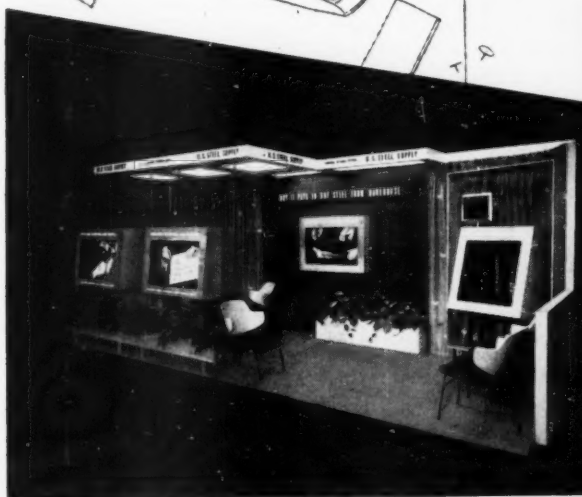
training aids



## IDEAS ARE TOOLS, TOO!

Along with the ordinary tools of the trade, ideas help create displays which do an outstanding job for you. Ideas are high on the list of things you want from your exhibit house... others are service, dependability and plenty of know-how.

Gardner Displays offers you these important features along with 36 years experience in a field where good ideas spell success.



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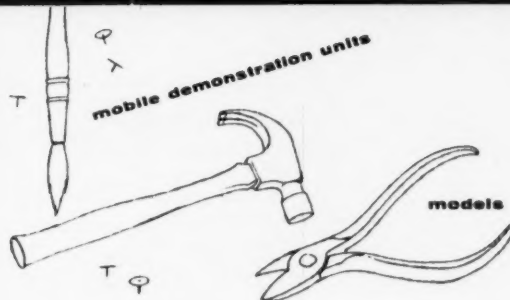
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**GARDNER DISPLAYS**

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mobile demonstration units

models

at first blush as though the company should concentrate on sale of Product B where it is getting only 1% of total sales. However, further evidence is needed as to the kind of competition which is provided on that particular item. If added sales of Product B can be secured only at excess sales cost, there is little reason for concentrating on it. It might then be better to consider concentrating on Product C.

Here's another comparison:

### Improper

In Wiggle County these three lumber yards only might handle our products:

1. Community Lumber
2. Etc.
3. Etc.

**Comment:** This is a deduction, not necessarily a statement of fact.

### Proper

Following are the seven lumber yards in Wiggle County:

1. Community Lumber at Fairfax and County Line, J. R. Atkins, President. Capitalization, \$100,000; annual sales, \$200,000; credit rating, AAA.
2. Etc.
3. Etc.

**Comment:** Additional data about each would be helpful.

Let us now attempt a simple definition of sales potential as the maximum feasible dollar sales from a specified area for one or more materials, products or services. In any given territory there are outlets or persons with low, average and high purchasing power to buy a given product or service. This means that not all identifiable purchasing units (such as stores, dealers, housewives) are of equal value. In most groups there is a continuous line from the poorest prospect to the best. Generally it is possible to set up five levels or grades of potential. These can be defined and counted in terms of likely purchases per year. For example see box below.

Sometimes different advertising and selling treatments are required for

each grade. Even where potential exists, sales must still be created for most commodities and services.

Most companies find that the top 20% of customers or prospects represent the bulk of the buying potential.

For example: One study of 8,000 customers showed that 6% were responsible for 85% of the sales. However, this same study revealed that certain products in the company's line were not being bought by most of the customers in this 6% group, indicating remaining potential there.

The more data you have on a territory, the narrower will be the area in which you need to hazard judgment. One point deserves special emphasis: *Even rough measures and intelligent estimates are better than no measurements whatsoever.* Moreover, our definition takes into account the harsh fact that you must compete for the customer's dollar with other products and services and not solely with other suppliers of your particular product or service.

Note that potential is defined as "the maximum feasible dollar sales" and not the maximum possible. Admittedly this definition is controversial because it implies that, at some point in the market research, certain poor prospects either are not surveyed at all or are excluded as potential. Any salesman who has ever wasted time and energy calling upon some hopeless prospect, supplied him by the home office, will readily agree with the limitation.

Mere tabulation of data is not sufficient. It is necessary to determine consumer viewpoints as to the utility of various products. In fact, consumer attitudes may well be more important than consumer facts, so far as this selling problem is concerned.

Sales Planning is interested in both potential and present coverage. Data may be classified by territory, product, industry, branch, jobber, salesman or customer. They may be used to set quotas for individual salesmen; to measure the effectiveness of a salesman or a sales manager; to determine the degree of coverage; to provide specific information of assistance to salesmen and to sales managers in

their work. Obviously if the potentials of all territories are known, a sales manager can compare results achieved by various salesmen and branch managers. Similarly, by comparing reports of sales calls against known potential, he can determine or estimate the degree of coverage. Such findings permit Sales Control to check on the effectiveness of Sales Planning.

At times the study of a potential for one product or related group of products reveals a demand for some other product. For example: A correspondence school made a study of possibilities for a course in personality improvement which revealed a definite need for some high-level job placement service.

In studying potential it is necessary continually to select and reject, keep information up-to-date: drop certain prospects, discover new prospects or new uses for present products, plan for new products or services.

Industrial sales potential presents a different problem from that of consumer sales potential. In general, an industrial study is simpler because it is easier to identify buying units, learn or estimate their annual needs, understand their buying motives and forecast future trends from available historical data. Nevertheless, spot researches have shown conclusively that many (probably most) companies selling to industrial users have only hazy notions as to their real potential. John C. Spurr, Director of Research for McGraw-Hill Publishing Co., reports:

### The Missing Prospect

In Company A, of 320 prospects queried only 40% were being contacted.

In Company B, the prospect list was only 16% complete.

In Company C, of nearly 5,000 names on the prospect list, only 14% were true prospects.

In Company D, selling mechanical rubber goods, distributors were reaching only 19% of prospects employing more than 20 persons and only 32% employing more than 100 persons.

Since results like these come to light with frightening frequency, it seems fair to assume that inadequate knowledge of true potential is widespread.

In developing and applying figures on potential we must remember that new and old territories present quite different problems. In fact there can be distinguished three stages:

1. Entirely new territory, where accent may be on large units with large purchasing power.
2. Growing territory, where com-

Study of 2,000 Prospects			
Grade	Likely to Purchase Annually	Number	%
A	\$1,000 or more	12	1
B	500 to 999	37	2
C	250 to 499	114	6
D	100 to 249	389	19
E	Less than \$100	1,448	72
Total		2,000	100



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petition may force a fine-tooth combing of the potential.

3. Senile or static territory, where accent may be on developing more sales from present buyers, or on replacement business.

In making these differentiations we are as much interested in the potential for a given company as in the potential for the whole area. Thus in a new territory, potentials for the whole area might be the same as for a senile territory. However, for a given company, prospects of entering new territory might be much better than prospects of entering territory developed by competitors for a long period of time. Example: A well-known oil company enjoys 52% of the gallonage in a county. Remaining gallonage is distributed among nine other companies. An outside company invading such a territory meets a different problem from that presented by a county in which the total gallonage is divided equally among 10 oil companies.

## Salesmen Need Market Data

Studies of territory potential have a stimulating effect on the morale and productivity of salesmen. Obviously sales cannot be made unless sales potentials exist. Usually, potential studies reveal greater sales possibilities than salesmen have dreamed of. Hence it is desirable that each salesman know in detail about potentials of his territory—especially what prospects deserve his greatest efforts. He should know how much potential exists and where to go after it.

Seldom in industrial selling is only one person involved in placing an order. For instance, in 28% of the firms studied by a research organization, three persons were involved; in 23%, six or more were involved! The research further revealed that in 26% of firms studied, four persons were involved; in 13%, five; in 9%, two; in 1%, one.

It is likely, then, that the buying unit includes a number of persons, some of whom are never seen by the salesman. But the salesman should be aware of them so that his presentation to any one individual covers points the others may bring up.

Many companies are content with a rising percentage of industrial sales. Perhaps there is a trade association to which members make monthly reports; the sales manager notes with glee that the position of his own company as to sales, unfilled orders and inventory is improving. But in a declining market, it is poor solace for

him to know that he is not falling off as badly as his average competitor. Moreover, such trade association indexes miss the point of market potential studies. Years ago, a large manufacturer of radios and refrigerators was content with his share of the market. But other more aggressive manufacturers were looking at the families who did *not* own radios and refrigerators. Because these manufacturers aimed their policies and practices at their potential, they were able to lower costs.

The fact is, any company that wishes to determine sales potential is in a good position to do so. Techniques for data and other information, not available 10 to 20 years ago, can be had now for the seeking. In general there are five steps to take:

**1. You must define the problem and its obvious subdivisions:**

- The territory.
- The people.
- Your present products and services.
- Your salesmen and coverage.

**2. You must develop a plan of procedure:**

- Who will be responsible?
- What funds will be allocated?
- Will outside counsel be sought?
- In what form will data be collected and presented?
- What reporting sources are there?

Will field surveys also be used?

**3. You must collect factual data, possibly supplemented by informed opinion:**

- What measuring units are available?
- Will salesmen collect field data?
- What are existing buying habits?
- What are the principal buying motivations?

**4. You must analyze data and opinions:**

- By territory and salesmen.
- By account.
- By product or service.
- By unsatisfied potential.

**5. You must formulate and test your conclusions or recommendations:**

- How big should each territory be?
- What attack on present accounts?
- What attack on prospective accounts?
- What new products or services for all accounts?
- How determine the break-even point for territory, salesman and product?

The main essential is to get started. If the radio industry had waited for a perfect radio to be built, we'd still be without sets in our living rooms, and television would never have been developed. It is better to start with imperfect information and techniques than not to start at all. **The End.**



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Assurance to prospects that the quality of the post-sale service is just as high as the quality of the product often spells the difference between a sale and no sale. So DuBois instills in salesmen the belief that . . .

## "We're a Team of 'Confidence' Men!"

BY EDGAR C. HANFORD

The headline on this report is more than a play on words.

It is the way President T. V. DuBois describes his associates and 350 salesmen of the 34-year-old DuBois Co., Cincinnati, Los Angeles and New York, manufacturers of cleaning and processing compounds for industries and institutions.

### A Word We Live By

"Confidence is the word we live by," says DuBois. "It has been created and maintained by teamwork throughout our entire organization—management, sales, advertising, laboratory, office, manufacturing—and is the basis on which we have built customer confidence in our products as the best available for every cleaning and processing problem.

"But our principal concern is with establishing confidence in our services, because these services are of prime importance in maintaining sales of our products."

In this effort, DuBois salesmen play leading roles. Their training and experience qualify them as technical consultants on all kinds of cleaning problems, and enable them to provide necessary services with enthusiastic know-how.

DuBois theory: customer satisfaction through service is the result of confidence, the basic ingredient of every sale. With it, even the poorest fumbler of a salesman comes up with orders; without it, even the most accomplished salesman finds it hard to convince buyers.

Comments Vice-President Louis Lerner: "We impress it upon our customers and our salesmen that, while we do make superior cleaning compounds, our services are of paramount importance in (1) selecting the compound best suited for any

cleaning or processing job, and (2) insuring that it is used so as to do the job most efficiently. These objectives are achieved through consistent follow-up services by our salesmen and technicians."

In addition to keen competition, DuBois faces an unusual number of troublesome problems in many customer plants and institutions, mainly inadequate or unsuitable cleaning equipment, unskilled and/or disinterested cleaning personnel.

DuBois has set up a coordinated program to handle these problems, regardless of time, expense or complications involved.

Key factor: A task of skilled technicians, at company plants and in 77 regional offices and warehouses, on call 24 hours a day.

### Confidence at Work

Example: A hotel in a hard water area needs help. The dishwashing machine is turning out china and silverware less than immaculate. The indifferent personnel blames this condition on the cleaning compound. The DuBois salesman knows that is not the cause; the dishwashing machine is badly in need of repairs! "Usually, in such a situation, and they are frequent," DuBois says, "the salesman has created such confidence in our products and services that he can frankly explain the cause of the difficulties to the hotel management. But if he thinks it advisable to call in a member of our task force, we want him to do so, rather than jeopardize the buyer confidence he has established."

Frequently problems can be adjusted by telephone and, as this method is less expensive, faster than personal calls by task force members, DuBois urges salesmen to "reach for the telephone."

A dozen or more such calls come to the Cincinnati office daily, and as many more to the company's other offices. To insure immediate action, the calls are made directly from the buyer's office.

The salesman explains the problem to Samuel J. Miller, chemical director; to Miss D. V. Clark, research director; or to one of their associates. He then has the buyer take the telephone to hear the answer. Members of the task force come up with immediate solutions to practically all problems.

### Prompt Problem Solutions

But DuBois isn't satisfied with merely providing prompt problem solutions. In every instance, arrangements are made for a call-back in a week or so to check results. If the buyer is not completely satisfied, a task force man follows through with a telephone or personal call.

"When a task force technician goes out on a problem call, he takes along a pair of overalls, and expects to get his hands dirty," says DuBois. "We require the same efforts by our salesmen, because every problem can and must be solved to everyone's satisfaction."

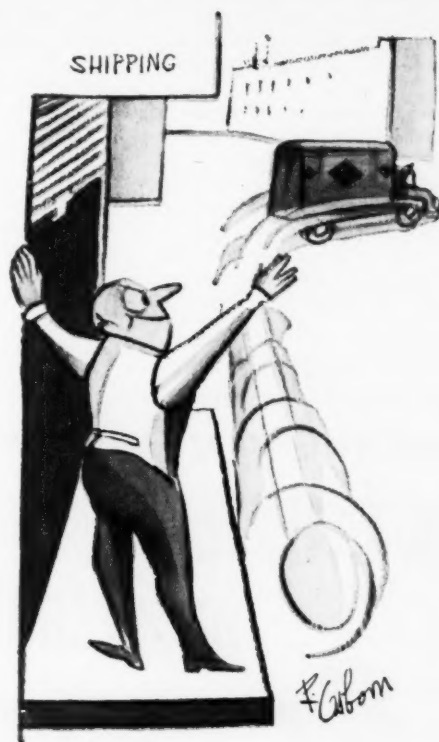
This is an expensive procedure, but the upswinging DuBois sales curve—10%-20% annually—proves its soundness. Thousands of industrial and institutional buyers of cleaning compounds depend on DuBois sales and technical staffs for advice, in buying new equipment and in solving cleaning problems.

DuBois salesmen are expected to work five-and-a-half days a week—seven when necessary. Says Lerner: "Week ends, when most plants are closed, is the ideal time for our salesmen to inspect plant areas and equipment requiring attention. Thus they





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As a contribution in the public interest,  
RAILWAY EXPRESS will take your orders for CARE.



**...safe, swift, sure**

acquire detailed information about problems, can more readily come up with recommendations for correcting them—and sell more DuBois products.”

DuBois salesmen are kept aware of the 13 “ABC’s for Success as a DuBois Salesman,” a compendium of pertinent sales procedures designed to eliminate lost time and motion and increase selling effectiveness.

It is emphasized constantly that sales of *additional* DuBois products are possible in almost every plant or

institution—that with 53 products, each designed for a specific cleaning or processing purpose, it should be at least as easy to sell additional products to established customers as it is to sell any product to new customers.

“While we expect our salesmen, during their inspections, to see that products in use are doing their jobs adequately,” DuBois explains, “we expect them to give equal attention to possible uses of other company products, and then to prove the value of these products to management.”

## If you sell through Industrial Distributors His I. Q. is Important to you



It's human nature. The more the industrial distributor salesman knows about your company, your policies and your products, the *more time* he is going to spend selling these products to industrial buyers.

Remember, the average industrial buyer purchases most of his operating production and maintenance equipment, tools and supplies from the distributor. The distributor salesman is often his one and only contact with a representative of your company. The effectiveness of the distributor salesman's representative is in direct ratio to his knowledge of, interest in, and enthusiasm for your company and your products.

Keep your distributor salesmen consistently *informed, interested, activated*. Use *Industrial Distribution* to tell them your story every month. It will create sales results for you at a cost of less than three cents per contact.

**Industrial Distribution**

ABC-ABP

A McGraw-Hill Publication, 330 W. 42nd St., New York 36, N. Y.

The salesman's daily report sheet has spaces for listing calls, interviews and orders, plus room for detailed information on six prospect calls. Questions requiring answers are: Products using, amount on hand, did you see stock, how long will it last, products demonstrated, products sold—climaxed by the key question, what did you accomplish?

At the bottom of the report form is a self analysis questionnaire, headed: “Analyze this report before you mail it,” followed by: “Are you satisfied with today's work? Analyze: Where did you fall down?”

The self analysis questions, each preceded with a box for checking, are:

Was it planning?

Lack of enthusiasm?

Failure to see the stock and the operation and come up with the angle?

Was it failure to use your selling tools?

Was it failure to stick with the buyer?

Salesmen also are required to file weekly reports; these forms have spaces for summarizing calls and earnings, along with pounds or gallons of each company product sold.

Reverse side of this form is headed: “My accomplishments this week were as follows.” Salesmen are required to write detailed reports of the week's activities.

### Inspirational Fodder

DuBois feeds its salesmen a constant supply of sales tips and inspirational fodder. Accomplishments of various salesmen, cited in their weekly reports, are often broadcast to the entire sales force: company officials believe that a recital of achievements sets up a favorable chain reaction.

“If one salesman solves a difficult problem, and thus increases customer confidence and sales, other salesmen can do the same in similar situations, if the steps are spelled out,” says DuBois.

Inspirational material is varied: Eddie Rickenbacker's “Belief in Prayer;” Paul Talbot's “Starting Your Day;” a Christmas booklet of popular seasonal hymns and poems; a folder of photographs of scenes at a company display booth in a plant maintenance or restaurant show. An annual publication is a New Year message in an elaborate, colorfully printed brochure.

Salesmen are provided at cost with the DuBois “trademark,” a modest but luxurious box of personal toilet soap, carrying the DuBois imprint. The soap is of superior quality, a tactful reminder of the quality found in

SALES MANAGEMENT

DuBois cleaning compounds.

"The gift is so small in size and value that no one can possibly feel he is being influenced unduly," says DuBois, "yet it is attractive and desirable enough to be accepted with appreciation. It is our No. 1 goodwill builder, which we have been distributing since the early days of the company."

DuBois salesmen benefit appreciably from the goodwill fostered by the company's close affiliations with the National Association of Sanitarians, the American Dietetic Association, the National Sanitation Foundation, the American Hotel Association, and other related trade and technical societies.

DuBois also keeps its name before present and prospective customers through articles on various phases of cleaning in technical journals. These articles are written by Mr. Miller; John Welch, director of customer relations; other company technicians.

Sales leads are developed from the company's extensive advertising program in publications serving the institutional, industrial, food, rubber and dairy fields.

Though the company steadily increases its sales force, it employs no formula for hiring. Many new salesmen are recommended by present salesmen, but most of them come to DuBois on recommendations of customers.

#### Meet His Wife

In addition to checking carefully an applicant's background and references, regional managers visit his home, meet his wife, to be sure the family equation will not be a hindering factor in the applicant's success as a DuBois salesman.

Upon acceptance, each applicant spends considerable time in company offices in Cincinnati, Los Angeles, New York, or the nearest regional office. He studies company products, literature and selling techniques. A week or more is then spent calling on assigned accounts under the direct supervision of a regional manager. This supervision continues, gradually tapering off, until the new salesman has found his niche in the DuBois organization.

"Our salesmen usually stick," says DuBois. "New men who can't meet the high sales and service requirements generally disappear from the sales picture within their first year of employment."

"But it's a rare event when one of

our older salesmen quits. The reasons are health or family situations—never dissatisfaction with company policies or remuneration."

Salesmen participate in the company life insurance plan after three years of employment. The coverage, based on commissions, is paid for by the company. On completion of a five-year period of service, salesmen are included in the company's pension program, an added incentive to long-term employment.

"While we demand exacting performances from our salesmen," says DuBois, "there are numerous compensating factors, in addition to above-average earnings."

Here's what a salesman said at the 34th anniversary celebration:

"A better standard of living for me and my family has resulted from being on the DuBois team."

Is it any wonder that DuBois is enthusiastic about its program?

The End.

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



**Your Mayflower representative helps sell the "shift" at home! He sees the family, explains the service... removes moving worries!**

**AERO MAYFLOWER TRANSIT CO., INC.  
INDIANAPOLIS, INDIANA**



**MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest**



# How Are Consumer Durables Really Doing?

When will you know what dealers and consumers did *today* about your products? Which lines and brands, and which types of dealers, are moving ahead—and falling behind? Colleges join in program to give you full facts faster.

If you sell through "hard goods" stores, you should be worrying about:

Furniture stores. They're losing volume because they don't know how to promote.

The strength of your own brand with dealers. Brand shifts are common.

Lack of adequate training at dealer level. Few dealers are using manufacturers' sales training aids.

Smaller dealers. Most sales gains are being made by the larger ones.

Lack of proper management control at dealer level. Few keep full records of sales and inventories.

## More Facts Faster

Such facts emerge from "pilot market" studies by Michigan State College, Lansing, as part of a nationally-developing program by Collegiate Associates for Market Measurement, intended to provide fuller and faster facts about distribution of consumer durable goods.

CAMM is the brainchild of John E. Wiley of John E. Wiley, Inc., 10 E. 39 St., New York, a former president of Fuller & Smith & Ross, Inc., Cleveland, advertising agency. Wiley and his family and friends, have spent five years and \$200,000 of their own money on this project.

Management of companies making foods, drugs, cigarets and other low-price, often-purchased, "universally sold" consumable products, Wiley points out, may learn rapidly what ultimate buyers are doing about them. But those who offer higher-price, seldom purchased, sparsely distributed *durables* have been forced to gamble with far and dim "futures." Executives of these companies—who must give final approval on products, prices and sales plans—may not know for 13 weeks or more what consumers did about them *today*.

Thus far colleges in CAMM have made pilot market studies among retailers of major home appliances, radio-TV sets and air conditioning in

Bridgeport, Syracuse and Lansing. The Universities of Bridgeport and Syracuse each have conducted one. In Lansing — results of which are reported here — Michigan State College interviewed the same group of dealers last spring and again last summer, and hopes to put this job on a regular quarterly basis.

In each market the work must be approved by the local college's chancellor or president and governing board. It is supervised by the dean of its business school or the director of its bureau of business research. Educators of at least the rank of associate professor interview the retailers and prepare the reports. In all markets all retailers of these consumer durables are interviewed in "depth" as active participants.

On CAMM's provisional committee are business school directors of 15 colleges, from New England to California. Potential membership Wiley estimates at about 125 colleges and universities with "adequate marketing departments" in about 75 markets. First unified operation will start, however, when data from the first three markets, Pittsburgh, and three each in the Midwest, Far West and Southwest are coordinated.

## Who Recruits?

Colleges are brought into CAMM by a unique indoctrination method. Each participating dean or director of business research agrees to help three other schools get started. But early participants have shouldered an even bigger burden. Since 1953, for example, Dean Eaton V. W. Read of Bridgeport University has worked two days a week on CAMM problems. To a meeting in New York in July 1953 he brought business deans of 10 eastern colleges. At subsequent meetings in the East and Middle West Read won "interest" from representatives of 50 colleges.

He also directed the Bridgeport study. Others thus far made have

been guided by Dr. Alfred W. Swinyard, Syracuse University, and Dr. David J. Luck, Michigan State. Meanwhile, Dr. Archibald M. Woodruff, University of Pittsburgh, has begun to apply CAMM methods among dealers in the complex Pittsburgh market area.

The Syracuse and Lansing jobs have been financed by grants from Compton Advertising, Inc., New York. Although Compton has no major accounts in consumer durables (its first are Procter & Gamble and Socony-Vacuum), this agency has long worked to develop "marketing" with advertising. Compton pre-tested the first "Lansing" study among dealers in New York suburbs, to determine their cooperation and to suggest topics to be covered.

Dr. Luck scheduled the interviews in Greater Lansing for the period Mar. 15-31. Dealers were to be those carrying kitchen or laundry appliances. But the interviewers reached every major appliance outlet except specialists in such products as radio-TV or sewing machines, and four stores newly opened or acquired.

## Free Marketing Service

On Mar. 10 Luck wrote to announce "a free service the college is going to offer," in order to get "accurate and full facts on the Lansing retail appliance situation. . .

"Every appliance dealer . . . will be called on by me or another professor." Answers from all dealers will be "combined into one report (no names revealed) containing valuable, never-before-available facts on the entire Lansing market." At a meeting afterward the dealers will learn the findings.

Lansing's project will be "the forerunner of . . . a national market service for retailers and manufacturers." Lansing, in fact, will "demonstrate whether such a study can be carried out repeatedly on a national city market basis."

Before telephoning dealers for appointments, the professors—two in marketing and one each in real estate and finance — discussed the project with utility and bank credit executives, and distributors.

In smaller stores the interviewer talked with the owner; in larger ones, with the department manager. He showed a statement of the objectives,



and then asked questions informally, making abbreviated notes in a specially designed pocket notebook. Average length of dealer interviews was 50 minutes.

The second Lansing study was made July 19-28. Reporting afterward, Luck gave them "facts that no appliance dealer *anywhere* else has for his guidance."

In Lansing No. 1 the interviewers queried 89% of all outlets, representing 96% of this business. Some findings:

### Price Resistance

After an 8% gain in 1953 over 1952, sales of these stores continued upward in first quarter 1954. But consumer resistance was growing—mainly on prices. Larger and downtown stores moved ahead. "Furniture stores, which failed to promote, have suffered greatest decline.

"Turnover of dealerships few, but brand shifts common, especially in TV. . . . General trend in simplifying brands handled. . . ."

Most stores then tried to restrict inventories. But among 38 covered in Lansing and nearby towns, only 27 kept full records of sales and inventories. Five of the 27 knew their sales volume daily; seven, weekly; 14 monthly; one, annually. Only department stores and chains kept daily sales records, and nine kept no unit sales records. Whereas eight had perpetual inventory sales figures, most of the others got this information only at intervals between three months and a year.

The college urged dealers to keep at least "simple percentage changes . . . and to study them at regular intervals."

In the previous year the stores added 21 brands and dropped 27. TV sets were about half of all additions and subtractions. Other additions were mainly washers, radios, dryers and ranges. These four, with refrigerators, were high in discontinuances.

Fourteen of the 38 dealers already sold room air conditioners; 11 expected to and eight did not. Three were undecided. . . . Five-sixths carried radios—usually two brands each. Clock radios were their outstanding seller. . . . Three-fourths handled TV—12 dealers carrying two brands and 10, one. Twenty-one-inch consoles and table sets were most in demand. . . . Two-thirds of those with laundry appliances carried two brands or less. Five-sixths of the stores offered three brands or fewer of kitchen appliances (ranges, refrigerators and freezers).

### If You Sell Durables . . .

#### These Are the Facts You Need For Tight Management Control

1. Does company have method for keeping accurate record of inventory velocity in each of its fields of operation?

- a. Products sold to industry
  1. for use as components?
  2. for direct use?
- b. Products sold to consumers
  1. for low price and frequent purchase?
  2. for relatively high price and infrequent purchase?

2. Inventory velocity of consumer durables tends to vary sharply among its four different levels: (1) production velocity; (2) factory warehouse stocks; (3) distributor stocks; (4) dealer stocks.

- a. What methods are used to measure input-output balance at each of these levels?
- b. Is rate at which consumers are buying measured concurrently with factory production?
- c. If there is a time-lag in measurement of consumer sales, how much time is involved?

3. If rate of consumer purchase drops off, what is the average value of inventory fed into the pipeline before drop is discovered and production adjusted?

4. How does company compare rate of consumer purchase of own durable goods items with that of competitors?

- a. Is comparison continuous?
- b. In how many markets?
- c. In how many outlets?

5. How does company decide timing of introduction of new product designs in its consumer durables lines:

- a. After pipeline flow has slowed down?
- b. To be ready for trade shows and sales meetings?
- c. As a result of continuous experimental marketing?

6. How do new product designs in consumer durables line pass from idea to production stage?

- a. Does company maintain pilot plants, or pilot production lines for creation of experimental designs in salable form?
- b. Do new product design ideas go to trade shows without consumer tests?

- c. If consumer tests are used, are they
  1. opinion?
  2. actual sales?
  3. Are advertising and promotion included in the test?
  4. If included, how is effectiveness measured?

7. Does company ever base its production schedules for new items (consumer durables) on dealer orders secured before consumer reaction has been tested?

- a. What has been the experience? For instance, what percent of slow moving items in line are result of production based upon dealer orders?
- b. Does company maintain cost records on effect of slow moving items upon capital requirements and net profit?

8. Are figures available showing comparative cost of:

- a. Distributing new models in consumer durables line without experimental selling?
- b. Producing and marketing new items in experimental quantities?

(One of a series of "Memos on Management" by John E. Wiley, Inc.)

Dealers agreed on the need for more promotion. They were worried about less employment and overtime pay in the area. Consumers had become price and discount "conscious." Yet few dealers said that most of their sales were at special prices.

*Manufacturers*, they charged, "overproduce; force mandatory sales quotas on dealers; fail to gear production to retail sales, and don't enforce franchise provisions or trace discounts."

*Distributors* were accused of selling unfranchised dealers; giving "back-

door discounts to favored customers," and ignoring dealer welfare. . . . As for *retailers*: "Some lack selling ability or courage to combat price shopping." "... dealers who don't know their costs cut prices excessively." A number were "shaky."

Several dealers were adding salesmen. Others planned "increased advertising," more, or more attractive, price promotions, development of outside personal contacts and of service efforts. Past customers were the main source of prospects—followed by leads provided by service men; calling on installment accounts (when paid up); special in-store promotions. Michigan State found "only two who felt that leads provided by manufacturers tend to be profitable."

Eighteen stores used sales training programs—14 of manufacturers and nine of their own. (Some used both.) But under manufacturers' "sales training," seven got only product information, and nine received no training aids at all.

ables' companies have been financial, legal or production men. When sales drop off and profits are threatened, their solution often is to make "a flat percentage reduction in distribution budgets." This has been especially true in the fourth quarter. Such methods, Wiley emphasizes, become "increasingly dangerous." Rarely can top management "cut sales or advertising budgets without slowing up the sales organization. This, in turn, transmits a subtle braking effect all through the chain of distribution. . . . Most distribution trouble comes, not from lack of funds, but from intermittent effort.

### Outward to Customers

"The very nature of distribution makes sales and advertising departments more efficient at conveying information *outward*, toward the customer, than *inward*, toward management."

This lack of information "injects a tentative quality into distribution budgets, which causes them to diminish at the very time when intensive effort is most needed."

He urges the importance of "creative effort" in Inventory Control. Many a company with a million-dollar laboratory for production experiment and control is starving its distribution experiments to death. . . .

"In production, the best ideas are the few survivors of hundreds, even thousands, of trial-and-error tests. But, in distribution [top managers] seem to think ideas can be born full-grown. . . . Think of the durable-goods products that go from idea stage to full national distribution without any real evidence of how the consumer will react when the time comes to buy!

"The only way to find out what the public wants is to experiment with actual products for actual cash. *Measuring and maintaining Inventory Velocity is the final answer to Inventory Control.*"

Wiley tells Manufacturers' Management: "You are equipped with essential knowledge for solving this problem only. . . .

"1. If your inventory data show the rate of consumer purchases by brands.

"2. If all reports are based on thorough penetration of markets.

"3. If the source of information on each market is independent of your distribution.

"4. If the dealer divulges with complete frankness.

"5. If the figures are fresh and frequent."

The End.

## The Salesman Who FORGETS Is Soon "Forgotten"



Give Your Salesmen A BETTER  
MEMORY For Christmas —  
MORE SALES For 1955

**Recorday** helps them:

• Organize their time

- Keep appointments • Keep promises
- Work effectively • Follow through
- Remember details • Sell more

A complete 12-Month Memo System and Work Organizer — Designed Especially For Salesmen.

Used By Many Leading Companies.

Send Today for complete 12 month unit on approval, complete details and quantity prices. Satisfaction unconditionally guaranteed.

**Recorday Co.** Exchange Bldg.

53 State St. Boston 9, Mass.

Please send the following Complete Recorday Units On Approval:

..... With Russet Calf Case \$8.50

..... With Brown Pin Seal \$6.50

Name ..... Title .....

Company .....

Address .....

City ..... State .....

### 2% to 3% for Ads

Among 23 dealers who kept track of advertising expenditures, 12 did not adjust them for manufacturers' credits on cooperative advertising. After computing these, the college found that slightly more than half the dealers spent between 2% and 3% of sales on advertising. The average was 1¾%. Twenty-two of 33 dealers called newspapers their most effective medium. Six said radio; two each, TV and throwaways, and one, the classified telephone book. A number, however, used several media.

Lansing Study No. 2, last July, covered half of the appliance outlets and 75% of appliance sales volume of the area.

Although sales of these products rose 11% between first half 1953 and first half 1954, a few larger stores accounted for most of the gain. Refrigerators, then laundry appliances, not only were best sellers in the second quarter but represented most of the increase. Most stores foresaw further sales progress later this year.

Dollar inventories of the 16 stores reporting them climbed 11.1% between Dec. 31 and June 30, but unit inventories were almost unchanged. . . . More dealers had added air conditioners. Most of them, however, did not yet regard this line as "major." . . . In three months four dealers took on some appliance brand and six dropped some brand. . . .

Primarily, John Wiley shows, executive committees of consumer dur-

# What have we done forum lately?

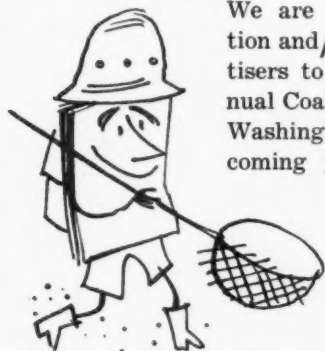
Life is funny. So is magazine publishing. You assemble a knowledgeable staff, print four books which cover coal from "earth to hearth," make



friends among readers, advertisers, industry spokesmen, show excellent readership and reader action. Ought to be happy, huh? But somehow, like the talking dog whose manager was asked, "What does he do for an encore?" there's that feeling we could do more.

"What have we done for our advertisers lately?" we ask ourselves.

We have some good new answers. For example:



We are inviting Mechanization and/or Utilization advertisers to attend the first annual Coal Industry Forum, in Washington, D. C., during the coming year. Leading mine operators will be there; so will U. S. and state government officials; so will economists, scientists, and oth-

ers who know a thing or two about coal. In the presence of other advertisers, prospects or customers, invitees will get the last word on the industry, the market, the opportunities. But the

Write, wire or phone:

## Mechanization, Inc.

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WASHINGTON 4, D. C.

Publishers of . . .

MECHANIZATION • UTILIZATION • MECHANICAL  
COAL INDUSTRY PURCHASING MANUAL

NEW YORK • PITTSBURGH • PHILADELPHIA • CINCINNATI  
CHICAGO • SAN FRANCISCO • LOS ANGELES

NOVEMBER 1, 1954

forum is not all. It is but one of 10 units in our new "plus package," M\*A\*P\*P\* — "Mechanization Advertisers' Plus Package" — now available to our advertisers. (See the box for all 10!)



This package is calculated to keep you better informed on coal production and coal use markets—to extend the reach of your advertising message,



to increase the area and richness of your customer contacts. If this kind of plus package is available, we haven't heard about it, and we've heard practically everything there is to hear about coal in the process of publishing our 4 books. The Mechanization representative who calls on you can provide all the details. Or, write us direct for a fully-descriptive brochure on M\*A\*P\*P\*, the new plus package that goes so well with our thorough market penetration, gratifying reader acceptance, and complete coverage of primary buying influences.

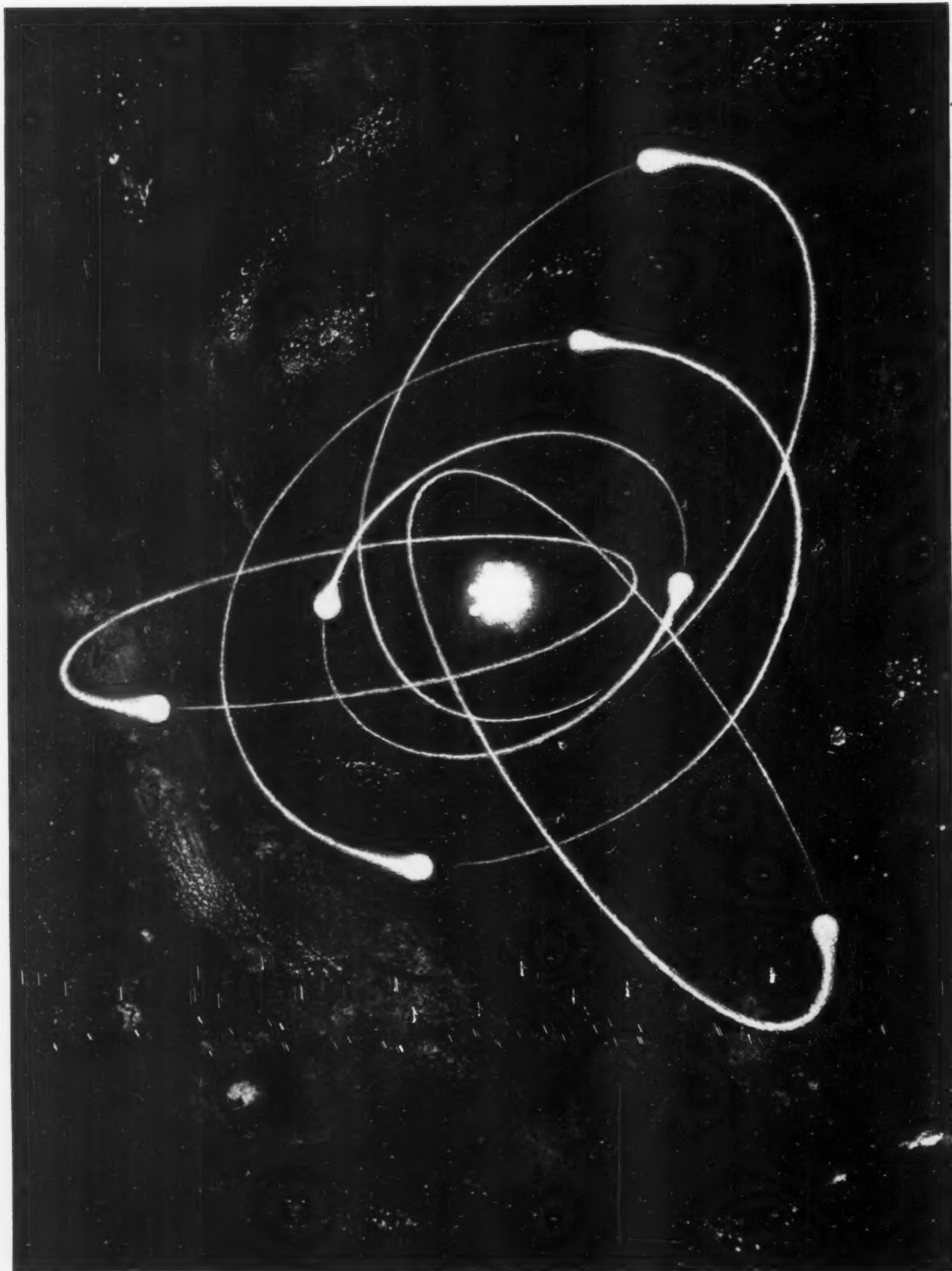
### This is M\*A\*P\*P

#### Mechanization Advertisers' Plus Package

- |  |   |
|--|---|
| 1—Invitation to Annual Coal Forum                                  | 7—Use of our distributors' list and assistance in selecting distributors.       |
| 2—Operator - Advertiser Luncheons at the Coal Show                 | 8—Monthly confidential letter on coal production, use, trends, etc.             |
| 3—Government Purchase and Bid Information                          | 9—Editors' monthly letters to operators and users on new products               |
| 4—Annual Market Study For Your Product                             | 10—Courtesy copies of Mechanization or Utilization to advertisers' sales staffs |
| 5—Use of mailing lists and free handling of direct mail you supply |   |
| 6—Catalog listing in magazine "Catalog Sections"                   |   |









# They buy more of these in Michigan!

What is it? It is an atom of nitrogen. The farmers of Michigan know they must buy plenty of nitrogen and other essential soil elements if they are to get the most out of their land. And, getting the most out of their land is an old habit. With ready markets, diversified crops, and better than average yields, the income of Michigan farmers is steady and high.

They must know their soil... that's why 4 out of 5 turn to Michigan Farmer when they want to learn more about Michigan farm practices. That's why Michigan Farmer is the best way to reach this robust market for all kinds of goods. Don't overlook it when you make your plans for 1955. Write T1013 Rockwell Ave., Cleveland 14, Ohio.

*advertise in Michigan where it's payday all year 'round!*

## Michigan Farmer

East Lansing, Michigan

THE OHIO FARMER  
Cleveland, Ohio

PENNSYLVANIA FARMER  
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**"KNICKERBOCKER"** A Case of Good Judgment for Over 34 Years—

**SALES CASES THAT HELP YOU Sell!**



Write, wire or call today for catalog or additional information.

- If we don't have your choice in stock, we'll design and manufacture a case to your specification—
- A display case in itself!
- All cases designed for easy carrying—
- The world's largest selection of specialty sales cases, portfolios and luggage—

(Specially designed FURNITURE CASE illustrated holds up to 70 fabric swatches (affixed to case) or a 10" fabric shown conveniently without obstruction—1" pocket extending across case holds photographs and books—size 16 1/2" x 12" x 4 1/2"—in waterproof, tough DuPont Fabrikoid.)

Write today for catalog of sales cases; catalog of luggage, business portfolios, brief cases, etc.; or send us samples of your merchandise and literature, etc., to be carried by your salesman. We will submit drawings of suggested case without any obligation or charge.

**KNICKERBOCKER CASE CO.**  
878 North Kingsbury St. Chicago 10, Ill.  
Dept. SM

*Anyone Can Be a Salesman with a . . .*



**Displaymaster**  
the Ring Binder that  
**STANDS, SITS**  
or **LIES FLAT**  
to get your prospect's attention

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentation. Sets up and takes down in a flash; no fussing with gadgets.

**SEND For Full Line Folder**

**Sales Tools, Inc.**  
1704 West Washington  
CHICAGO 12, ILL.

## TOOLS FOR SELLING



1. These dictating machines record telephoned orders from 60 wholesale liquor salesmen . . .



2. By push-button, company telephone operator channels incoming calls to individual recorders . . .

## Automatic Order-Taking Moves Liquor Quicker

A liquor wholesale company has cut its sales costs more than \$6,000 a year by hiring an automatic secretary for its more than 60 main branch salesmen.

The firm is Austin, Nichols and Co., Inc., wholesale distributors of wines and liquors, Brooklyn, N. Y. The salesmen service 12,000 retailers in the New York metropolitan area.

**Central idea:** Set up a battery of telephone recording machines at the home office. Let salesmen dictate orders from retailers over telephones in the field. Have order-taker listen to recording machines and write up orders on forms which can be shunted to the tabulating department, processed automatically. Preserve original recordings should questions of ac-

SALES MANAGEMENT



3. Order-writer later prepares orders on standard form as he listens to transcriptions . . .



4. Recordings are filed for 30 days. Responsibility for incorrect orders can then be traced by "listening in."

curacy, etc., arise at a later date.

**Benefits:** The company has discovered a new system of order-taking worth the investigation of most organizations selling a regular line of merchandise through daily calls on retailers.

Like many salesmen, the wholesale liquor purveyor spends practically all of his time in the field, seldom visits the home office. His normal contact with home base is by telephone. Heretofore, Austin, Nichols salesmen telephoned orders through the regular company switchboard to a crew of eight order-writers. During busy periods, salesmen sometimes

waited 30 minutes or longer for an available order-writer. Moreover, when the order was placed, salesmen and writers, in a hurry to finish the call, frequently made mistakes in brand and quantity.

**Mechanics:** Key to the system is a battery of nine telephone recording machines (Dictaphone "Time-Masters") attached to a specially modified telephone switchboard. When a salesman has completed a round of retailer calls—perhaps five or six—he telephones the company number and asks: "Are there any messages?"

If so, he is connected with the sales manager or the order department,

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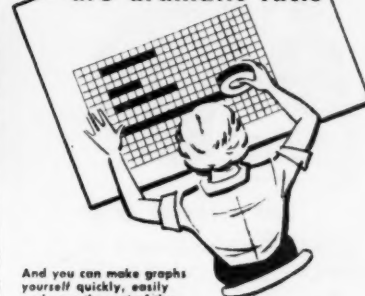
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And you can make graphs yourself quickly, easily and save the cost of the Kit with your first chart . . . without ever touching a pen!

Translating information into chart form is the best way to sell your story quickly and dramatically and NOW—with Chart-Pak—everything you need is printed on rolls of tape! You roll on dotted lines, bars, figures, dates. You can't make a costly error—it can be taken up as quickly as it is put down. The average charting time is minutes—the cost—far less than other methods. And you or your secretary can do it.



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☐ Send me a Graphic Kit at \$34.50. Check enclosed.  
☐ Send full information on the Chart-Pak Method.  
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Company \_\_\_\_\_  
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To Win and Hold  
Business Friends  
At Xmas—for All Year



Zipper key case with 6 swivel hooks.  
Genuine pigskin lined with suede leather.  
License pocket. 2 blade penknife. Triple Cut nail file.

**\$1.85** \*including 4 line  
gold imprint

In lots of 100. Less in quantities.

Write for new catalog  
and prices of more than  
100 top selections for Xmas giving.

\*plus 10% Fed. Tax

**ADVERTISING LEATHER  
SPECIALTY CO., INC.**

302 Fifth Avenue, New York 1, N. Y.

## The South's Finest FRUIT CAKE



*The Perfect Gift  
from Businessmen to  
EMPLOYEES, CUSTOMERS  
BUSINESS FRIENDS  
PERSONAL FRIENDS*

From an old, cherished family a recipe formulated in the historic Valley of Virginia 3 generations ago. Chock-full (70%) of fruits and nuts—finest crystallized cherries & pineapple, imported citron, orange & lemon peel, crisp nuts. The perfect answer to your Christmas list. Packed in colorful, decorated Christmas tin. Lots of 10 prepaid to your plant—or, send your list and 35c extra per cake for mailing direct to recipients. Order now!

**VIRGINIA HOSTESS HOUSE**

P. O. Box 764  
Roanoke, Virginia

No. C.O.D.'s  
Please

Orders accepted thru Dec. 10 for Christmas

2 1/2 lbs.

**\$3.00**

5 lbs.

**\$5.75**

In Lots of 10  
or more

## TOOLS FOR SELLING (continued)

both having telephones attached to the special switchboard.

Once the routine "message" calls are completed, the salesman is automatically switched back to the operator, who connects him with a recording machine.

First he states his account number, delivery date, name and address of the customer, and his own name.

Then, using a standard order form as a guide, he dictates the order item by item. The switchboard automatically shuts off the recording machine when the salesman completes his call.

The recorded "Dictabelt" is then placed on a transcribing machine, and an order-taker writes up the order as he listens.

Idea for automatic order-writing originated with Melville W. Miller, executive vice-president, and Peter Polo, purchasing agent. According to Polo, who was once a salesman for the company, the biggest stumbling block in perfecting the new system was the special switchboard needed for automatic control. With normal telephone installations, the inside telephone controls the switching unit; Polo needed a board that would give this function to the outside telephones salesmen would use. He and Mr. Miller approached the New York Telephone Co. and later an inverting switching unit was specially built by the telephone company.

Zip: Biggest benefit, according to

Polo, is faster service.

In a recent test a salesman telephoned nine customer orders in three minutes. This would have taken half an hour under the old method, the company reports. Three of the eight order-writers formerly needed have been transferred to other departments.

In many instances, customers telephone their own orders, and these calls are placed through the regular switchboard. However, because salesmen no longer use the regular board, customers obtain quick connections and speedier service.

Several checks are maintained to assure positive control of the new system. Each recorded order is logged in by the switchboard attendant as to time of call, salesman and account. The same information is marked with a grease pencil on each recorded belt. The daily logs and the accompanying transcriptions are filed for 30 days. Any questions about responsibility for incorrect orders can be solved by "listening in" on old orders.

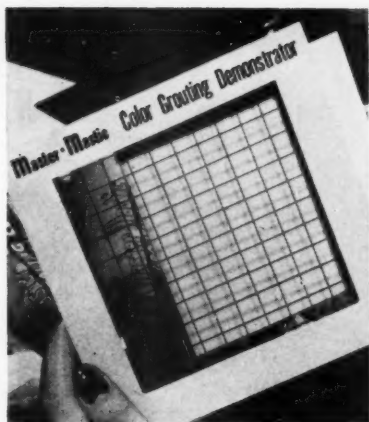
The new "said and done" method will soon be installed, similarly, in the company's New Jersey sales branches, and possibly other company branches.

"In a sense," says Polo, "we feel like pioneers. Our list of national brands, imports and private brands is growing constantly, and automatic ordering is a step towards stabilizing rising sales costs."



To demonstrate quality of equipment parts, Allis-Chalmers Manufacturing Co., Milwaukee, packages groups of transformer parts in plywood visualizers. Opened on prospect's desk, visualizer shows latest design features of component parts—bushings, tank sections, etc. Here J. C. Gass, an A-C distribution transformer application engineer, demonstrates the visualizer. It's part of A-C's "down-to-earth" program providing "tangible sales assistance" to representatives.





To close sales, a grid, a grout and color.

### The Tangibles Show

In decorator parlance, "grout lines" are the thin lines of cement that separate wall tiles. Usually these dull grey lines are exposed, adding little to the appearance of the job. Moreover, many homeowners don't know a grout line from a plumb line. But the demonstrator pictured above is changing all that.

Flooring dealers can now show their customers and prospects the dramatic effects possible with color grouting on plastic wall tile installations.

S & W Moulding Co., Columbus, O., introduced color grouting to achieve sharp contrast colors in its "Miraplas" wall tile line.

The demonstrator enables the retailer to thumb quickly through a variety of color combinations when he is closing a sale. Six grouting colors and 27 field tile colors comprise the selection.

The selling aid consists of six small cardboard panels with transparent acetate windows. Printed on the windows are grids corresponding to each grouting color available. Each set of six cards is joined with a key chain. The grid fits exactly over a standard  $4\frac{1}{4}$ " x  $4\frac{1}{4}$ " tile. By placing a piece of field tile behind the window, the customer can see instantly how various colored grout lines appear with the particular tile selection.

Like most sales aids, the S & W device illustrates a fundamental marketing principle: introducing a new product or variation of an accepted one is not enough; introduce, correspondingly, a system or plan which can successfully sell it. **The End.**

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a great help to them in planning and producing —

**DRAMATIC SALES MEETINGS** — large or small, national or regional,  
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(No obligation, of course)



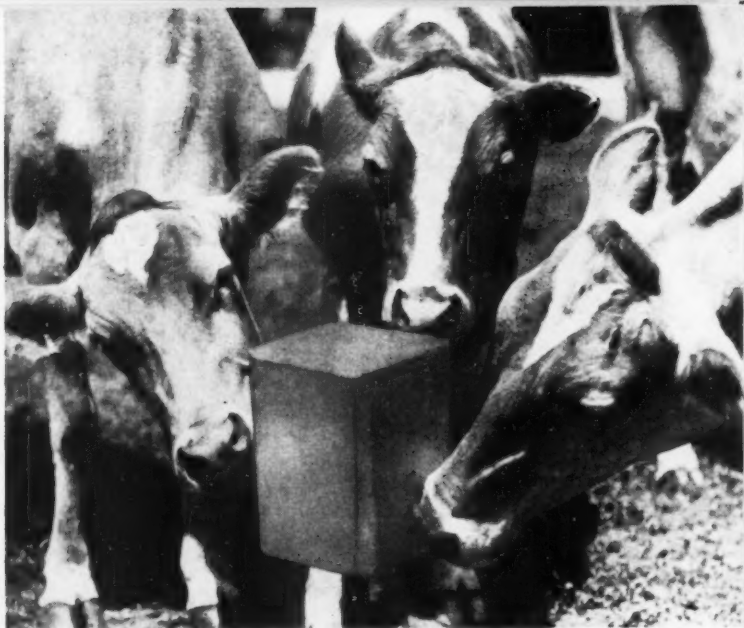
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"THE SALES MANAGER'S AGENCY"  
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**SUPER SACK** is this five-ton collapsible rubber and fabric monster being inspected here by its Firestone makers. For shipment of carbon blacks in less-than-tank-car lots, it's the latest to join the industry's jumbo packaging trend. Did you know the CPI uses 18% of all containers in U. S. manufacturing?



**BOSSY'S BUSINESS:** At \$7 a head annually, it's a formidable market for Morton's new trace-mineralized salt. Even so, the 1.4 mil. tons a year potential is just a sprinkle compared to the CPI's needs. Process users consume some 15 million tons annually . . . total output, up 2½ times over pre-War II level, is 20 million tons.

## super sack, bossy's business, no crash dive,

Potentials loom large in the Chemical Process Industries. They shape up bigger than ever . . . for packagers, chemicals producers, makers of corrosion-resistant coatings, materials, equipment. For in this steam-rolling industry of industries, management is constantly pressuring for better products, cost shortcuts and production speed-ups. That's why so many executives are such avid readers of **CHEMICAL WEEK** . . . it brings them the big picture that keeps them apace of really significant events and trends throughout the whole field.

Quick to sense a story, relentless in sifting the dollar impact of the news, crystal-clear in its terse interpretations of the facts . . . **CHEMICAL WEEK's** big, mobile editorial staff spotlights important CPI happenings from all over the world. That's why more than 26,000 key men pay to read it, attest its value as the chemical businessman's sourcebook. And that's why nearly 500 CPI marketers place more advertising here than any other weekly magazine in the field. In the process industries . . . it's management's own magazine.

**NO CRASH DIVE!** The hatch cover's part of a tank car — the submerging gentlemen is a corrosion engineer, a mighty important factor in process plants. Corrosion costs industry some \$8 billion a year. And the CPI's vulnerable nature creates a vast market for coatings, special materials and equipment.





**ALERT MANAGEMENT** goes big for **CHEMICAL WEEK** north of the border too. Here's Canadian reader A. H. Carter, General Manager of Sherwin-Williams' Green Cross Products Div. He's also President of the Canadian Agricultural Chemicals Ass'n. About CW, Mr. Carter says . . . "I always look forward to **CHEMICAL WEEK** . . . it gives me more information in a smaller space than any other publication we receive."

## alert management, and . . . **Chemical Week**

in the chemical process industries . . . it's management's own magazine

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# A-Bomb Threat Creates Many New Markets

Individuals and companies now are being urged to lay in basic supplies which will prove vital to survival in case of attack on this country. This is a market you may have overlooked in your production, packaging, and promotion.

BY JEROME SHOENFELD • Washington Editor

As Washington tries to scare companies and local governments into "disaster planning," to teach what every executive should know about H-bombs, it incidentally builds up sales points easy to overlook. The preparation for foreign attack the Government wants people to get on with, requires all sorts of products: microfilm, canned food, trucks.

Unless everybody flies into panic, it cannot be said that the drive creates a vast market, though it's more varied than you might suppose. It isn't as if Government were seriously trying to reproduce our entire industrial and community life underground. But it does persuade major companies, as well as cities and states, to buy products they might not otherwise have thought of.

The burden of persuasion falls primarily upon two agencies: Business and Defense Services Administration (BDSA) in Department of Commerce; Federal Civil Defense Administration (FCDA). BDSA pounds the industrial beat, gets companies that handle war contracts or subcontracts to ensure their own survival under, say, bombing. FCDA injects the carefree public with occasional shots of terror, working through mayors, city councils, etc. Both promote sales.

If a bomb, A, H or ordinary, should fall smack into a plant vital to defense, Government would want other plants, situated hundreds of miles away, to carry on. If the bomb should interrupt a top executive conference, it would want substitute executives to promote themselves instantly to the first-place jobs and responsibilities vacated. Should vital blueprints, recipes for know-how, etc., get lost or burned scrub executives would be expected to press the buttons which would swiftly bring forth duplicates.

BDSA lines up companies to arrange all this. To reach them, it

uses its own advisory committees; chambers of commerce; such organizations as National Industrial Conference Board, American Management Association; heart-to-heart talks with company personnel from plant managers to presidents; once in a while, a booklet or press handout. It deals with production and financial officers, not sales managers.

Among top companies the drive has taken powerful hold. Industrial leaders are preparing; a few may consider their preparations complete. Your own company may be at any stage of the proceedings. All this generates business.

One typical development is the search for exhausted mines in which to store company records; rental is mostly solicited by mailed brochure. Naturally, you don't dump precious company secrets on the dump ground, but deposit them carefully in great steel safes, complete with the latest electric eye devices.

Before the mass of designs, receivables, canceled checks, memos can be buried, they must be reproduced. You need files, stationery. Large companies, such as IBM and Remington Rand Inc., have pursued such business, but there's a good deal of it still open.

Two top companies recently informed Government that they intended to construct their own buildings to house both duplicate records and duplicate offices, to be manned by second-tier executives. They wanted fast amortization. Government officials worry that high rate amortization for new executive suites will create problems: Buildings must be in the wilderness, so to speak, hours away from decent restaurant service or recreation; dining rooms, golf clubs, may seep into architects' specifications. What about amortization?

A company laying out substitute offices is not as a rule sure about furnishing them. Clearly, it needs the

SALES MANAGEMENT



# DYNAMIC DECADE!

## UP

# 153,373

## IN CIRCULATION

Ten years ago — on October 18, 1944 — John S. Knight assumed control of the Chicago Daily News.

Unprecedented public acceptance of the newspaper followed — a dynamic decade that brought great circulation growth to the News and changed the entire story of Chicago newspaper circulation trends

Here are the facts.

For the first nine months of 1954 the daily circulation of the News was 576,882—a gain of 153,373 over the first nine months of 1944.

The September, 1954, circulation average of the News was 580,481, daily, the highest September circulation in Daily News history.

There are good reasons, of course, for these substantial gains. Conspicuous among these is journalistic independence, coupled with accurate, factual reporting and a challenging action in "investigating everything" on behalf of the welfare of citizens on all levels.

Postwar circulation trends of all Chicago newspapers show conclusively that the only growing newspaper in Chicago is the Chicago Daily News.

*... and still growing!*

## CHICAGO DAILY NEWS

**The Only Growing Newspaper in Chicago!**

• CHICAGO

• NEW YORK

• MIAMI

• DETROIT

• SAN FRANCISCO

• LOS ANGELES

records, office equipment, furniture, stationery. Since the chiefs and their staffs lack city-standard telephone service and, perhaps, even newspapers, the company must have special communications apparatus. Of course, it needs houses or at least bedrooms, in which the executives can rough it as comfortably as possible. If a salesman happens to be around, he may be able to suggest items which, if forgotten, will be sorely missed later. It's better that he be imaginative.

Key officials must learn promptly that the emergency has occurred and

that it's time for them to start making the hair-trigger decisions on which all depends; they must not be fooling around substituting common stock for bonds or vice versa on the company balance sheet. The way for them to find out is to dial AM radio to CONELRAD, 640 or 1240 kilocycles. But, without derogation to any public utility, these catastrophes shut off the power. So, somebody should be selling portable radios which no president, board chairman or second-line man dare be without. Moreover, it's not radio or TV only that go off

when power fails. Only batteries operate. Who sells them?

This is all small stuff. It is recommended that companies duplicate not only records and management, but that they safely cache spare parts, raw materials, etc. This increases the total inventory, presents an opportunity to suppliers.

It is pointed out endlessly by Government that the supplier's plant may be ruined. A well-run company arranges in advance to take its patronage elsewhere. Isn't this a way to get your foot in the door? "We realize," a salesman might open, "that you are fully supplied now, but if, heaven forbid, something happened to XYZ . . ."

### Steel's Ready

The largest steel companies consider that they are as well or almost as well prepared as it is possible to be, considering that you do not know just what to prepare for. At BDSA's request, American Iron and Steel Institute published an "Industrial Defense Manual." In addition to records and portable radios, it mentions fire-fighting equipment, medical supplies and many other things. It has been read by Institute members and perhaps, now and then, by company buyers. To get a copy, pay 50 cents to the Institute, 350 Fifth Avenue, New York City.

Individual companies have published their own plans. Among these are two cited as fine examples: Koppers Co., Inc., and American Machine & Foundry Co. More are to come from the press, both for whole industries and single companies. Such plans are by no means catalogs of products to buy, but explanations of how to prepare for the worst. It just happens that various products are needed.

Commerce's assignment — "assuring continuity of management" — brings it into contact with the upper crust of business, with those running the blue chips. Federal Civil Defense Administration is concerned as well with the managed: the stenographers, assembly line hands, the anonymous million. FCDA's is the harder job.

So far it has not been necessary for BDSA to ask salesmen's help. Getting top company executives together to work out plans has been comparatively easy. Nobody selling microfilm equipment was needed.

In contrast, FCDA must enlist all sorts and conditions of people; those in command, such as foremen, mayors, policemen and doctors, and those who

it's  
GOOD  
TASTE

to  
send  
serve  
eat...



## OL' MISSOURI GENUINE HICKORY SMOKED HAM

An Ol' Missouri ham, specially selected, smoked, gift-wrapped and personally labeled, conveys your discriminating taste (and compliments the recipient's) as nothing else can! Truly incomparable for giving to business associates, customers and friends.

A creation in hickory-smoked flavor, a really good ham like Ol' Missouri doesn't just happen. It must be coaxed and pampered . . . the finest hams selected, and then slow-smoked over genuine shell-bark hickory embers according to our own secret process. Ol' Missouri ham is penetrated with just the exact heady, winey-sweet flavor that is preferred by its recipient—light, medium or heavily smoked.

Ready to slice and eat, to bake, barbecue, or fix a dozen different ways, Ol' Missouri hams range in size from 12 to 18 pounds, at \$1.45 a pound (including shipping).

Ol' Missouri is plantation perfection in dining—at your home as well as in the home of your friends!

Order today! Specify number, weight and smoke desired. Complete satisfaction guaranteed, or every penny immediately refunded.

WE SPECIALIZE IN CHRISTMAS GIFTS—PERSONAL AND BUSINESS. WRITE DEPT. 10.

50. ST. JOSEPH, MISSOURI

GREEN MEADOWS FARM



must respond accurately to the plans for their safety. FCDA must alarm people enough to accept civil defense, but not to such an extent that they decide it's all hopeless anyway or fly into panic at a fire siren. In practice this often has meant issuing bulletins which alternately frighten and soothe. Because most people have become callous to the overhanging threat to their lives, FCDA officials are delighted when, once in a while, they read a "scare" advertisement. They see the commercial possibilities and hope somebody will thoroughly exploit them.

It is a rare product that isn't needed in civil defense. A city needs trucks to clear away rubble, trailers should it be necessary to evacuate residents. Everybody needs first aid supplies. Without an emergency store of canned food, plus a camp oven, you might escape unscratched and uncontaminated only to starve. And if it's winter and you've taken to the road, you'll want that outdoor sleeping bag.

Naturally BDSA doesn't try to load people with assorted products. It does work systematically with police forces, company chiefs, plant managers, governors and mayors. There are big sales to be made as well as millions of small ones.

#### Near Miss

Some time ago, FCDA tried to get a company in the field to put out an inexpensive but adequate first aid kit. Johnson & Johnson sent a battery of engineers, package experts to Washington. Their final estimate was \$7.95. To FCDA this seemed prohibitive, particularly as its officials claim, the materials are available at half the price at the drug store. No other company tried, though several were approached. The field is open.

FCDA medical staff members consider whiskey useful when the population is under bombardment. A distributor for Calvert Distillers Corp. was fascinated by the identical initial (CD) of his suppliers and of civil defense. He began designing cardboard coasters which told how one CD needs the other. FCDA's Religious Advisory Committee vetoed them all.

Another venture may prove more successful. The agency drew up specifications for Radtec, which spots radiation. Electronics, Inc., in New Jersey, won and sold about 1,000 to FCDA, for state governments to stockpile. Now the agency offers to provide background promotion to a manufacturer who will sell them to

major industrial companies. Electronics, Inc., lacking the sales organization, isn't interested. Sears, Roebuck & Co. sells not only by catalog but through an industrial sales force; it is said that it usually begins by trying its obvious contacts—its own suppliers. Sears may get the business.

If you have a product which you think companies, local governments or families ought to stock for emergency, you can get some help from FCDA. You should address the envelope: Val Peterson, Administrator, Federal Civil Defense Administration, Washington 25, D. C., Attention Leonard

H. Lieberman. At the very least you will get the list of so-called "target areas," in which governments, companies and families ought to be most receptive.

It is doubtful that you will get much direct help from Commerce's BDSA that has been sufficiently successful on its own. But officials will readily acquaint you with whatever they can: kinds of companies preparing, published plans you can read, etc. Write first to the agency, Washington 25, getting its list of industry divisions.

The End.

It's a \$247,000,000 food market



-and that's only part of the picture!

#### Greater Miami passes Atlanta and New Orleans as the South's No. 1 grocery market!

The Miami Herald leads the nation in retail grocery lineage for 5 straight years!

Your food advertising in The Miami Herald blankets the Florida Gold Coast market of more than a million residents — a food market \$247,000,000 big!

Get the complete picture from your SB&F man today.



JOHN S. KNIGHT, Publisher  
STORY, BROOKS & FINLEY, National Reps.  
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The Miami Herald ALONE delivers the Greater Miami market



## THE FIGURES HAVE IMPROVED!



Time to bring your records up to date on South Bend, Indiana. It has now moved up to the 2nd largest City Corporate Area in Indiana—in Population—Effective Buying Income—Retail Sales—Food Sales—Drug Sales—Automotive Sales—Furniture-Household-Radio Sales! How did it happen? The ABC now includes Mishawaka in the South Bend City Corporate Area! Newspaper coverage with the South Bend Tribune is 100%. Write for free market data book, "Test Town, U.S.A."

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South Bend  
Tribune**



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Akron is big! Akron is growing! Akron is unique—because you can reach its trading area population of 530,943 through its **only** newspaper, The Akron Beacon Journal, with an evening circulation of 153,025 and Sunday circulation of 160,593. Compare markets, coverage, costs—and you'll put Akron on your 'must' list.

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JOHN S. KNIGHT, PUBLISHER



## EXECUTIVE SHIFTS IN THE SALES WORLD

### Acme Steel Co. . . .

Walter S. Snodell to sales manager, Special Products Division.

### Armstrong Cork Co. . . .

Harry A. Jensen to general sales manager, Deltex Rug Co., a subsidiary of Armstrong.

### Army Times Publishing Co. . . .

Jacob F. Weintz to advertising director, *The American Daily*; formerly advertising director, *Tide Magazine*.

### Avco Manufacturing Corp. . . .

International Division appointments: Walter S. Bopp to sales manager, Latin America; Edward V. Stirbis to sales manager, Eastern Hemisphere; Charles Todd Lee to marketing and advertising manager.

### Avondale Mills . . .

Donald Comer, Jr., to executive v-p.

### Belnap & Thompson, Inc. . . .

Owen Chambers to manager, new Premium Division.

### Burroughs Corp. . . .

Wayne A. Tarter to supervisor, Burroughs sales training school.

### Detroit Free Press . . .

Lynn E. West to assistant to the business manager; Frederick N. Lowe to promotion manager.

### Dumore Precision Tools . . .

Lester J. LaMack to sales manager; George B. McManners to advertising manager.

### Emerson Radio and Phonograph Corp. . . .

John D. Small to president, Quiet Heet Manufacturing Corp., a wholly-owned subsidiary.

### Electric Steel Foundry Co. . . .

R. W. de Weese to v-p in charge of sales.

### The Gillette Co. . . .

G. Herbert Marcy, v-p, to managing director, all Gillette interests in Argentina.

### The Houston Post . . .

Marc Fore to director, promotion.

### I-XL Furniture Co. . . .

David Kling to sales manager.

### Kiekhaefer Corp. . . .

John J. Tye to sales manager, Mercury outboard motors.

### Maiden Form Brassiere Co., Inc. . . .

Sol Rubinstein to export sales manager.

### The Manhattan Shirt Co. . . .

Sylvan Geismar to executive v-p.

### Monsanto Chemical Co. . . .

Franklin J. Cornwell to director, advertising and sales promotion, Merchandising Division.

### The National Brewing Co. . . .

Milton Vandenberg to general sales manager.

### C. A. Norgren Co. . . .

Frank T. Goll to assistant sales manager.

### Pittsburgh Plate Glass Co. . . .

Thomas M. Riley to advertising manager, Paint and Glass Division.

### Prepo Corp. . . .

George R. Greeman to general sales manager.

### RCA Victor Distributing Corp. . . .

Edward L. Dodelin to v-p, sales.

### Russell, Burdsall & Ward Bolt and Nut Co. . . .

James M. Bell to Pacific Coast sales manager.

### Schick, Inc. . . .

Orville Petty to v-p in charge of sales.

### Sterling Electric Motors, Inc. . . .

John R. Howell to sales manager and a director.


### Studebaker-Packard Corp. . . .

James J. Nance to president; Paul G. Hoffman to board chairman; Harold S. Vance to chairman, executive committee of the board.

Albert F. Remington to advertising manager, Packard and Clipper cars.

### Thatcher Glass Manufacturing Co. . . .

Robert M. DeGarmo to v-p and general manager, the McKee Division.



To move warehouse inventory in the Quad Cities—advertise where 57% of Quad Citians live — in Rock Island, Moline and East Moline.

•

*They read these newspapers:*

*The ROCK ISLAND Argus*  
*The MOLINE Dispatch*

THE ALLEN-KLAPP CO. National Representative

## \$ GROW ON TREES

'Tis a fact folks.

Dollars grow on orange trees here in 250,000 populated Central Florida.

Orange Growers are right now praising Orlando newspapers for "getting the price of fruit up" and getting them more money for their stuff.

Ever hear of such a thing before?

We have. This is about the fifth time in 25 years that our newspapers have bolstered fruit prices by having the guts to print the logical prediction about future production figures.

### Orlando Sentinel-Star

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

## Mink... for incentive charm

If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue "Furs in the News". As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.



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● With ACB Newspaper Research Services you need never miss a daily newspaper advertisement you ought to see, no matter where or when it may run—in any of the 1,750 U. S. dailies!

The national and local advertising columns of daily newspapers are the great proving grounds for new ideas in products, merchandising plans, and new sales approaches. Use ACB services to keep abreast the times on new and old competition... new products... new copy themes, new uses.

Executives are invited to send for our catalog which outlines 14 ACB Newspaper Research Services. You will be agreeably surprised at the modest cost for which a service, built to your own special needs, can be furnished.

Send for ACB's Catalog, 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

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18 S. Michigan Ave. • Chicago 3  
20 South Third St. • Columbus 15  
161 Jefferson Ave. • Memphis 3  
51 First St. • San Francisco 5



## Eavesdropping on Muffed Sales Calls

(Article commences on page 36)

"No thanks," Bukal concluded the interview. "We really don't need one that stands up or sticks any better than the tape we have."

"But here —" The salesman produced several creased and soiled samples from his brief case. "These have been sticking to the cards for six months or more, and there's no sign of their peeling off."

Bukal wanted to know the lengths on the rolls. The immediate reply: "Three hundred twenty-five-inch and 2,540-inch lengths."

"What about the dispenser—do we get that with the tape?"

The salesman was embarrassed. "Well, no. We sell dispensers. Nine times out of 10, you people have your own."

"We don't."

"Well, they run around 35 cents apiece, depending on the size. A big advantage of the dispenser is that it keeps the edges of the tape clean."

Bukal asked for prices. The salesman consulted "the book," mumbling to himself that 5,000 labels would be 24 rolls, then louder, "I'm quoting you on our best construction, laminated acetate, two colors."

Bukal broke in. "You say this is washable?"

"Wiping is all right. It's surface-printed."

"What's the price on 5,000 rolls?"

This time the young man had the answer.

"If it doesn't work, will you take back everything I buy?" Bukal wanted to know.

"Absolutely. That's our policy."

Leaving a catalog he departed, with no definite order placed. "At least," Bukal commented, "he was the first printed-item salesman in a long time who could give me a price right away."

**Stapler salesman.** Next character on stage was a middle-aged, rather seedy-looking individual whose sales approach was to keep his topcoat on and to throw his greasy hat on Bukal's desk. Stance: Leering down into Bukal's face and "letting him in on a deal" for hand staplers which, he claimed, would be an ideal accessory for desks in guest rooms.

"They'll come imprinted with the hotel's name," he stated blandly, as if the order had been written.

"That's a rather expensive give-

away," Bukal said. "The Hilton name on anything is an invitation to souvenir hunters. Ash trays don't matter—they only cost a few cents—and cocktail sticks. But these run into dollars. Go down to the fourth floor and talk to our advertising manager."

The salesman stomped out without a word of thanks. "That chap," Bukal said, "sold us two heavy-duty staplers one time—strictly because we needed them—and he keeps coming back. And every time I send him down to see Dick White in advertising."

**Petroleum products salesman.** This one was a tweedy, outdoor type with all the confidence of a hunter but none of the caution. He strode into the office while Bukal was on the telephone, deposited himself heavily in the chair by the desk. When Bukal hung up, the salesman reached across the sea of paperwork, without rising, to shake hands: The "sea" was set in immediate turmoil by his coat sleeve.

At once the "hunter" produced a price list of his oils, but before he could proceed further Bukal stated, "The Engineering Department sets its specifications for us, and I suggest you go down there." This did not deter the salesman, who kept up his patter trying to convince Bukal that he should give him an order. It was clear that previous visits to the engineer had been fruitless.

The petroleum salesman demanded, instead of asking, "You talk with the engineer and see if we can get together on a few drums occasionally. See what you can do."

Exit time came and went, but the insistent gent droned on, describing one item after another (while standing), explaining grades of oil and cleaning solutions to an obviously bored purchasing agent.

After the salesman had talked his way out of the office, Bukal observed: "He's been in to see me several times. Always tells me the same things. And he always gets the same answer. If he's trying to break down my resistance, he's wasting his time, because I just don't buy that kind of thing in this office."

**Paperboard box salesman.** This middle-aged, obviously experienced salesman was offered an order but talked it away because he didn't know what his factory could do on a special order to Hilton specifications.

## Two Who Sold the P. A.

Ray Bukal, assistant purchasing agent for The Conrad Hilton cites two examples of salesmen who did get the order. They impressed him to such an extent that he remembers them.

"One Tuesday a salesman came up to my desk and caught me un-awares," he says. "He had a veritable Goliath's voice, sounding as if it came from a man 6'6" and weighing at least 200 pounds. I looked up to see a short individual, no more than 5'3"."

The small man with the big voice was selling paper towels. Bukal admitted his samples were whiter and softer than the towels the hotel uses. "But they're the wrong size," he ventured. "They wouldn't fit into our dispensers."

"That's no problem," boomed the diminutive salesman. "I can have the plant make them up to fit your dispenser, and we will fold and box them any way you desire."

The purchasing agent was further taken aback when the towel salesman produced a demonstration kit of chemicals, and on Bukal's desk proceeded to test the paper towels for sulphur content.

"He knew everything there was to know about his product," says Bukal, "and all about what his factory could and could not do. But, through no fault of his, he did not get an order. Paper towels are one of the few items identical throughout the entire hotel chain. We couldn't disrupt 'chain buying' for just the two Hilton-owned hotels in Chicago, even though the quality and price of that salesman's products were better."

Bukal asked the salesman what else he carried. Among the items he mentioned was twine of all kinds. Bukal handed him a sample of twine the hotel uses and said, "Can you match this, and at what price in quantity?"

Without hesitation the salesman showed a sample of an exact duplicate—and quoted a better price. He went away with a substantial order.

"This man is a good salesman because, as we discovered, he keeps a 'mental file' of his customers," Bukal explains. "He knows just how long a customer's supply lasts, and at the right time either telephones or calls in person for a reorder."

Another good salesman, in Bukal's opinion, is the "one who knows when he is well off. We had one calling here, but he was too good, and has gone on to bigger things." His reference was to a printing paper salesman who called one day to show his samples of paper stock (for the third time before Bukal).

"I asked him for quotes and he immediately came forth with some good prices. These figures plus some technical facts about paper stock he cited, showed me he knew what he was talking about and that it would be to our advantage to buy from him. We did."

After the order was written, Bukal told the salesman he would not have to keep returning in person, that the Hilton would call him whenever its print shop needed paper. "And he did stay away, and we did call him whenever we wanted to order. Most salesmen don't believe us when we tell them that, and some continue to make nuisances of themselves by their so-called 'service' calls."

## The Daily Newspaper retains...



## advertising leadership in a changing world

Ours has been a unique observation post of advertising.

For more than 30 years ACB has read every daily and Sunday newspaper advertisement published in the U. S. When ACB started this job, the headlines were telling of General Pershing's appointment to high command in World War I.

Since that time electronic advertising media have been invented and come into common use. Competitive printed media has, during that time, made an impressive growth. But during all this time the daily and Sunday newspaper has grown still faster in circulation and advertising, until now more advertising runs in the daily newspapers than in all other media combined. There are 45 million families in the U. S., but 54 million newspapers are sold daily. More newspapers are sold than bottles of milk!

### Why Newspaper Linage Grows

From ACB's unique observation post we have seen some of the reasons why this growth in newspaper advertising... the ability to name the local store... the ability to step up dealer distribution and cooperation... the ability to select the most productive markets.

Our reading in behalf of the daily newspaper publishers led us into Newspaper Research Services for merchandisers. See opposite column.

These merchandisers usually ask us to take the jig-saw puzzle of newspaper advertising in 1,393 U. S. cities and put it into one sharp, coherent picture so that they can tell "who" is advertising "what," "where," and just how their own efforts stand in the picture.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices





His opening: "Are you under contract to a manufacturer now? What are you using? Are you interested in a contract for any length of time?"

Bukal: "If you can supply what we need, we can give you an order for a year's supply of boxes—providing you can deliver a batch when we ask for it. Storage space is a problem here. What we want is plain chipboard, no imprint, our size."

Bukal gave him the specifications. "What price can you offer? All I want to do is duplicate what we're using now."

The salesman shuffled through his loose leaf book uncomfortably. It became plain that his company did not carry the requested size in stock. He began a harangue about how the Hilton should *change* its specifications, order the size he could supply. After much figuring on a pad, he handed the sheet to Bukal who quickly scanned the quotations.

"But these are not our sizes, and the prices are high. Can't you give us a better price on *our* size box?"

The time had come to leave. The salesman packed his brief case, mumbling, "I'll talk to our office and see what I can do."

### How To Sell, Relaxed

Hammacher Schlemmer's store, in New York, is a sort of institution. You can buy anything in it from a mattress to a can of pate de foie gras. Its sales people are famous for their courtesy. But when the store recently opened its new Slumber Shop it brought in Joseph A. Kennedy, author of a book called "Relax and Live," to teach the Hammacher Schlemmer sales personnel how to sell!

Among the things Mr. Kennedy told his pupils were these:

"Instead of always asking, 'May I help you?' vary and ask, 'Are you interested in this item?'"

"Argument," he pointed out, "arouses hostility. Tension and hostility close the customer's mind to your ideas . . . really good salesmen do not argue with customers!"

Imprinted checks saleslady. A flashily dressed woman breezed in, introduced herself as a representative of a local printer specializing in tickets for carnivals and theaters, and meal checks for restaurants. This call she was stressing imprinted checks.

She gave the impression of having been hired away from one of her company's carnival clients: Her make-up had apparently been applied with a putty knife, and she was drenched with an offensive perfume.

Her stay was not long.

Bukal explained that the hotel gets checks in bulk from a large cash register manufacturer. Not deterred, she asked: "But what about your special checks? Surely you must have occasions when you need special jobs of imprinting."

"For anything of that nature we have our own big print shop right in the hotel."

"Well—let me leave my card in case you ever need anything."

Like those who had exited before her, she too could see another motto in the outer office: "Think—there *must* be a harder way to do this job." But she didn't.

The End.

## "This is the size we sell in the Growing Greensboro Market!"

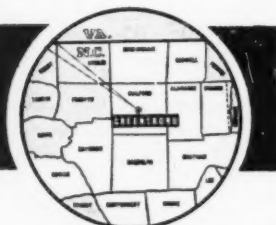


FAST-GROWING APPETITES are an important part of your selling target in the Greensboro ABC Retail Trading Area—but the big hunger isn't for food alone! . . . Reliable sales figures<sup>®</sup> show that the Growing Greensboro Market accounts for 1/5 of North Carolina's annual sales in furniture, autos, drugs, general merchandise, hardware, lumber, gasoline, apparel, jewelry—and, of course, total retail sales . . . All along the line the sales story in the Growing Greensboro Market is simply this: people in the Growing Greensboro Market have the money to buy what they want—all you have to do is make them want what you sell . . . Biggest and best sales tool for this job is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.



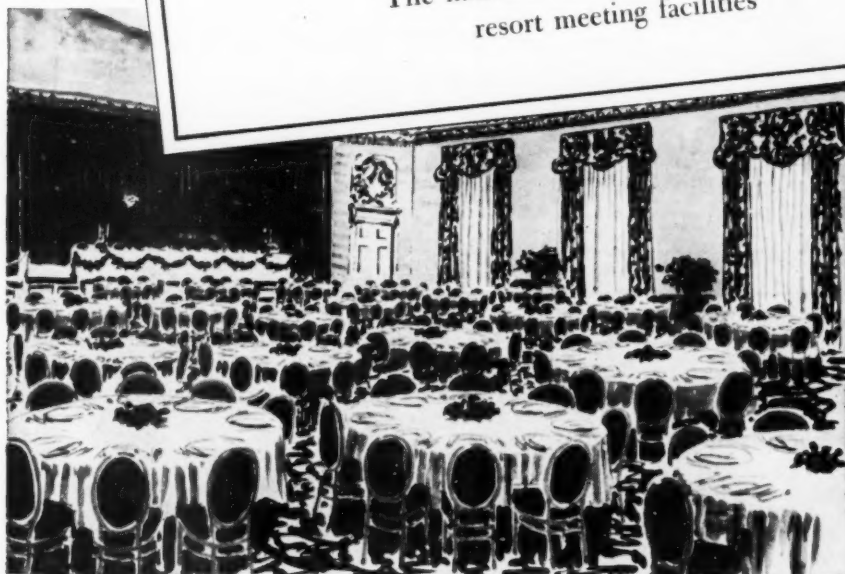
<sup>®</sup> Sales Management Figures





*The GREENBRIER invites leading  
business and professional groups to enjoy  
its new AUDITORIUM WING*

*The nation's finest and most modern  
resort meeting facilities*

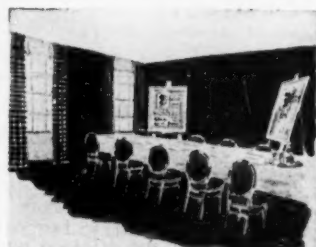


*The New Auditorium*

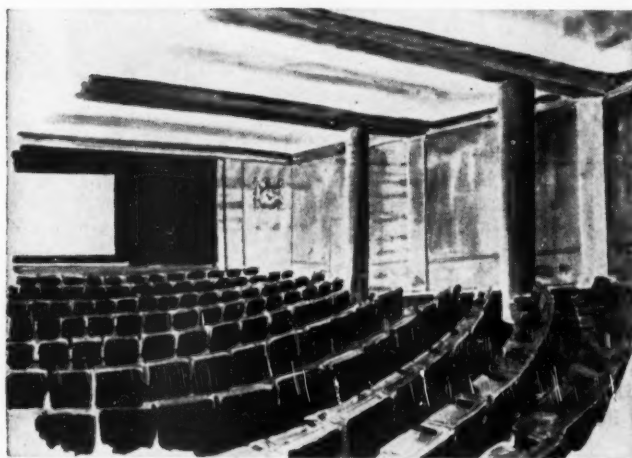
Accommodates 1,075 at meetings; 860 for banquets. 72' wide by 112' long. Stage 42' by 20'; orchestra pit, dressing rooms.



*Exterior of  
Auditorium Wing*



*Various sized  
smaller meeting rooms*



*The New Theatre*

Seating for 400; inclined floor; stage 34' by 16'; orchestra pit; dressing rooms.

*New wing air-conditioned throughout*

# *The Greenbrier*

WHITE SULPHUR SPRINGS  
WEST VIRGINIA

*Telephone:*

White Sulphur Springs 110

*Teletype:*

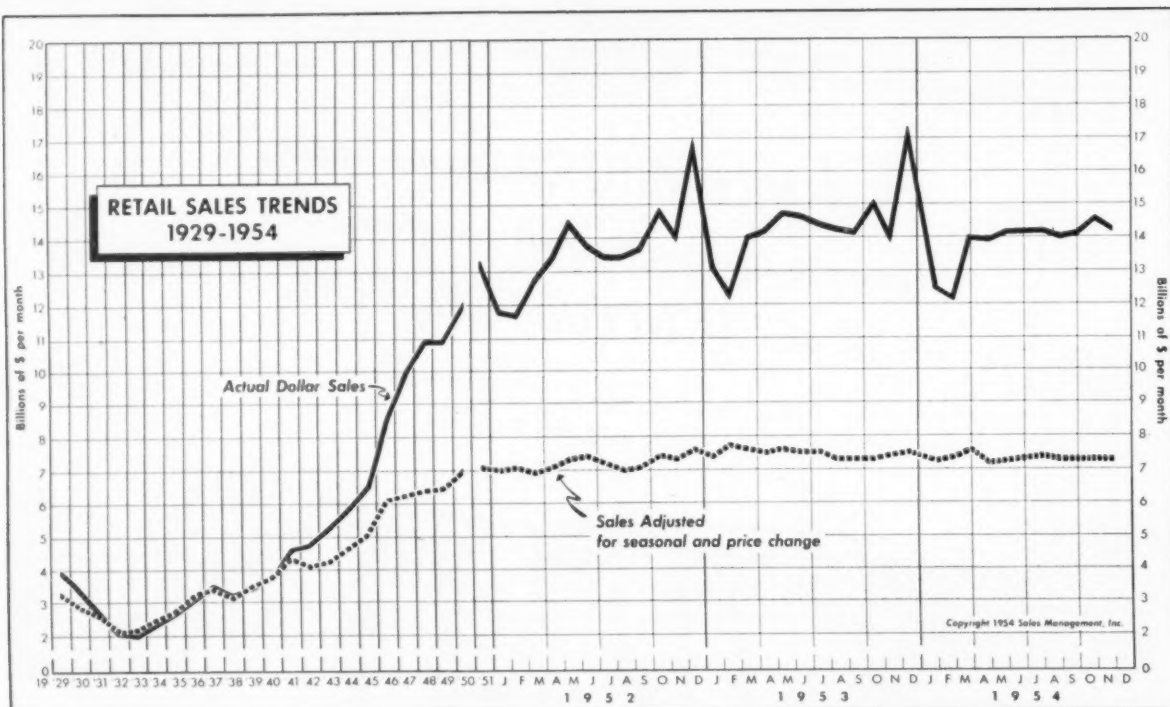
White Sulphur Springs 166

For detailed information, address:

DIRECTOR OF SALES

or inquire of Greenbrier offices in New York, 588 Fifth Avenue, JU 6-5500 • Boston, 73 Tremont Street, LA 3-4497 • Chicago, 77 W. Washington Street, RA 6-0625 • Washington, Investment Building, RE 7-2642.

## HIGH SPOT CITIES



### FORECAST:

Retail sales in November will total \$14.2 billion, reflecting a 2% gain from the Novem-

ber 1953 level. This volume of sales in terms of 1935-39 dollars, adjusted is \$7.3 billion.

### Retail Sales January through September

	1954 \$ Millions	1953 \$ Millions	Percent Change	
			Sept. '54 vs '53	First 9 Months '54 vs '53
Food .....	30,552	30,301	2.3	0.8
Eating and drinking places ....	9,806	9,721	0.7	0.9
General merchandise .....	12,523	12,789	-0.2	-2.1
Apparel .....	6,864	7,123	0.2	-3.6
Furniture and appliances .....	6,393	6,482	0.4	-1.4
Lumber, building, hardware ....	9,695	10,255	1.2	-5.5
Automotive .....	23,866	25,583	-7.6	-6.7
Gasoline service stations .....	8,406	7,810	5.3	7.6
Drug and proprietary .....	3,616	3,495	6.4	3.5
<b>*Total Sales .....</b>	<b>123,526</b>	<b>125,392</b>	<b>-0.2</b>	<b>-1.5</b>

\* Includes data for kinds of business not shown in above nine categories.

## Retailing Finally Tops '53 Levels

**BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power**

Retail sales in November of 1954 will probably total \$14.2 billion, 2% above the November 1953 level. In-

dications are that this gain will be maintained in December too, marking the first real upward turn in re-

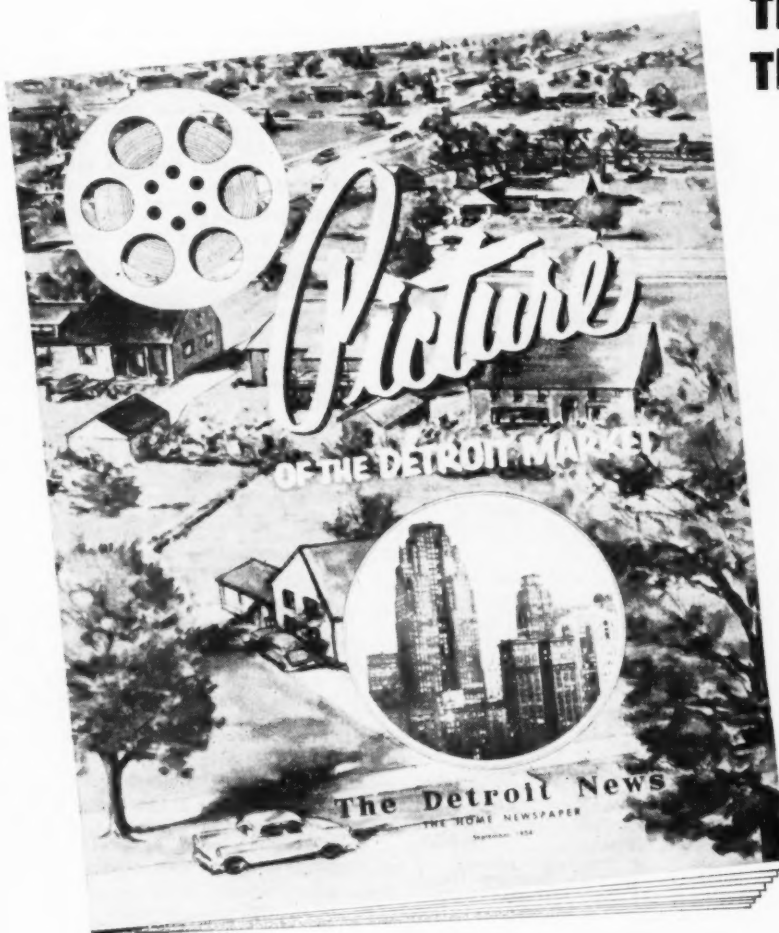
tailoring in many months. The 1954 Christmas season sales total will therefore probably break all previous records.

The gains under consideration here are admittedly small, but the big news is that after nearly a full year dominated by retailers' inability to match

# DMB

## Detroit Means Business

### The Facts are in This Book . . .



**Detroiters are big earners.** They earned more than six billion dollars in 1953—higher earnings per worker than any other major market. Detroiters are big *spenders*. Retail sales per family are highest of the five big markets.

**But that's only one part of the DMB picture.** In this 35-page booklet prepared and distributed by The Detroit News Research Department, the *entire* Detroit Business picture-story is detailed. It shows why Detroit is an outstanding market, and why The Detroit News is its outstanding medium—carrying more advertising lineage than both other newspapers combined.

**If you haven't received your copy yet,** contact your nearest Detroit News office, or write directly to The News' Promotion and Research Department.

## The Detroit News

THE HOME NEWSPAPER

Weekday Circulation 451,237—Sunday Circulation 561,830 ABC 3/31/54

Unprecedented buyer-interest in the new 1955 models has meant a steady weekly employment increase in Detroit's auto plants.

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road  
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.

1953 levels, we appear to be moving into a period in which sales gains will outnumber losses. Two big categories of sales which will probably shift from the minus to the plus column are automobiles and general merchandise.

As is well known, the automobile industry has high hopes that the 1955 models, available by November, will provide a necessary lift to an otherwise painfully stagnant sales picture. Of course we have never before witnessed the introduction of new auto models in the Christmas shopping season, and there is some question whether traditional seasonal factors may not inhibit auto sales until the spring of 1955. Nevertheless, the new models should replace a minus sign with a plus, with consequent psychological pickup imparted to the total retailing picture.

General merchandise sales have been slowly improving to the point where many big retailers, including F. W. Woolworth Co., Jordan Marsh (of Boston), B. Altman & Co. (New York) and Ed. Schuster & Co. (Milwaukee) have announced their expectations of a good Christmas business, with gains ranging from 1% to 5% over 1953. Department store sales since Jan. 1, 1954 still are running 2% below 1953 but, for the four-week period ending in mid-October, sales have drawn even with 1953 so that the stage is now set to beat the 1953 performance in the remaining weeks of the year.

### Only Laggards

Since food, eating and drinking and drug sales have been consistently topping 1953 and will continue to do so, the only remaining laggards in retailing are sales of apparel, furniture and appliances, and lumber, building and hardware. Apparel sales have started to pick up, and it should not be too long before furniture and appliance sales begin to reflect the impetus generated by the surprisingly firm residential construction boom, strongest single factor sustaining the general economy so far in 1954.

The one negative factor which cannot be blinked at is the fact that the economy appears to be saddled with an irreducible core of three million unemployed persons, about double the number of unemployed in 1953. Re-activation of the automotive and steel industries as a result of high level production of new automotive models should bite into the unemployment total, particularly in such hard goods

centers as Detroit, Pittsburgh and Toledo. Nevertheless the expected pickup in business activity will not be spread evenly across the nation, as will be seen in an examination of some of the high spot ratings below, which reflect the impact of all factors, both national and regional, in the evaluation of current retail performance.

Among states reporting better-than-average performance for this November as compared with last November are:

Arizona  
Arkansas  
Delaware  
District of Columbia  
Kansas  
Nebraska  
Nevada  
New Hampshire  
New Mexico  
North Dakota  
Wyoming

The leading cities, those with a City National-Index well above average, are:

Fort Lauderdale, Fla. ....	118.7
Colorado Springs, Colo. ..	115.1
Salisbury, N. C. ....	115.1
Santa Ana, Calif. ....	114.4
Billings, Mont. ....	113.1
Casper, Wyo. ....	113.0
Jacksonville, Fla. ....	112.9
Elmira, N. Y. ....	112.7
Bellingham, Wash. ....	112.6
Hempstead Township, N. Y. ....	112.4
St. Petersburg, Fla. ....	111.1
Lafayette, Ind. ....	111.0
Miami, Fla. ....	110.7
Santa Barbara, Cal. ....	110.3
Columbus, O. ....	109.3
Pasadena, Cal. ....	109.1
Bangor, Me. ....	109.1
Austin, Tex. ....	108.9
Oklahoma City, Okla. ...	108.4
Muncie, Ind. ....	108.1
Topeka, Kan. ....	108.1

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

**Three Index Figures Are Given** the first being "City Index, 1954 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1954 vs. 1953" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1954 vs. 1953" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

**The Dollar Figure**, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

**Suggested Uses for These Data** include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1953 which equals or exceeds the national change.

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1939	1953	1953	1954

### UNITED STATES

386.4 102.0 100.0 14234.00

### Alabama

★ Birmingham ... 470.2 105.4 103.3 41.38  
Gadsden ..... 501.6 96.3 94.4 5.52

SALES MANAGEMENT



## Add This To Your Connecticut Data

In average retail sales per family, New London holds the following rank among all Connecticut cities of over 25,000 population:

Products	Rank
Drugs	1st
Automotive	1st
Food	2nd
Gen'l Mdse.	2nd
Furn., H.H., Radio	2nd

Source: Sales Management  
1954 Survey of Buying Power

**The Day**  
NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

## YOU ALWAYS GET MORE IN MIDDLETOWN

With 77% of the families in the 3 top income groups accounting for 93% of all income it's easy to understand why advertising in the Press brings this kind of results.

	PER FAMILY AVERAGES MIDDLETOWN	U.S.A.
INCOME	\$6,974	\$5,173
RETAIL SALES	\$5,949	\$3,618
FOOD	\$1,492	\$860
GEN. MDSE.	\$568	\$403
FURN. HOUSEHOLD	\$283	\$193
AUTOMOTIVE	\$1,050	\$704
DRUG	\$188	\$102

No combination of incoming non-local papers can come anywhere near equaling the coverage of The Press.

*"You Always Get More  
In Middletown"*

**THE MIDDLETOWN PRESS**  
MIDDLETOWN, CONN.  
OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for November, 1954)

	City	City	City	
	Index	Index	Nat'l.	\$
	1954	1954	1954	(Million)
	vs.	vs.	vs.	November
	1939	1953	1953	1954

### Alabama (cont.)

★ Mobile	581.5	106.7	104.6	15.76
★ Montgomery	434.3	106.7	104.6	11.81

### Arizona

★ Phoenix	696.9	107.0	104.9	29.34
★ Tucson	682.2	103.5	101.5	14.19

### Arkansas

★ Fort Smith	493.3	106.8	104.7	6.86
★ Little Rock	410.4	106.6	104.5	14.77

### California

Bakersfield	393.7	97.8	95.9	12.09
★ Berkeley	366.1	105.1	103.0	11.06
★ Fresno	436.9	102.3	100.3	20.49
★ Long Beach	516.9	102.0	100.0	38.97
Los Angeles	393.9	100.4	98.4	271.08
Oakland	338.4	96.4	94.5	53.80
★ Pasadena	511.8	111.3	109.1	24.82
★ Riverside	516.7	104.3	102.3	7.91
★ Sacramento	392.7	107.8	105.7	27.29
★ San Bernardino	532.5	107.4	105.3	12.62
★ San Diego	576.5	105.7	103.6	48.48
San Francisco	305.2	100.4	98.4	102.95
★ San Jose	474.4	105.3	103.2	19.26
★ Santa Ana	592.3	116.7	114.4	10.19
★ Santa Barbara	416.0	112.5	110.3	8.53
Stockton	424.6	99.5	97.5	13.84
★ Ventura	505.7	109.5	107.4	4.91

### Colorado

★ Colorado Springs	424.5	117.4	115.1	7.85
★ Denver	389.3	107.2	105.1	60.92
Pueblo	382.8	101.4	99.4	7.66

### Connecticut

Bridgeport	382.9	97.0	95.1	24.77
★ Hartford	331.4	104.8	102.7	31.65
★ Meriden				
Wallingford	382.8	105.5	103.4	7.31
★ Middletown	393.7	105.2	103.1	4.13
New Haven	312.6	100.2	98.2	24.01
New London	330.1	100.2	98.2	5.61
Stamford	414.6	100.3	98.3	9.91
Waterbury	340.9	100.6	98.6	13.06

### Delaware

★ Wilmington	373.7	103.9	101.9	21.34
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### District of Columbia

★ Washington	321.8	103.7	101.7	117.50
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### Florida

★ Fort Lauderdale	597.1	121.1	118.7	9.43
★ Jacksonville	510.9	115.2	112.9	33.26
★ Miami	593.9	112.9	110.7	53.86
★ Orlando	496.3	109.7	107.5	11.46
Pensacola	491.7	101.9	99.9	7.33
★ St. Petersburg	568.1	113.3	111.1	16.30
★ Tampa	597.2	109.2	107.1	24.19

## STAMFORD

### CONNECTICUT'S RICHEST MARKET

Highest family income (\$7,912) of all Connecticut cities over 50,000 population — highest family income of all major cities in the richest metropolitan area in the country.

	Per Family	% Above U.S. Avg.
Income	\$7,912	53%
Retail Sales	\$5,196	44%
Food Sales	\$1,294	40%
Furn.-Hsld. Sales	\$ 370	90%
Automotive	\$1,428	103%
Drug Sales	\$ 127	24%
Market Index	137	37%

The Stamford Advocate is the surest way to reach these top income families in the nation's #1 selling area—it's the sure way to more sales, more profits.

## STAMFORD ADVOCATE

Stamford, Conn.

Represented by  
The Julius Mathews Special Agency, Inc.

## How Important Is — NORWALK, Conn.?

NORWALK is a big shopping center — listed by Sales Management as a metropolitan area — a market of 92,000 population.

1953 Income — \$216,820,000  
Retail Sales — \$132,496,000

83% of all the families are in the three top income brackets and account for 94% of total income. 22% are above the \$7000 level. The quality index is 134—34% above average.

THE NORWALK HOUR, with dominating circulation in this high income area, is the surest way to get more sale for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

## The Norwalk Hour

Norwalk, Conn.

Represented by  
The Julius Mathews Special Agency, Inc.

# ★ PEORIA GATEWAY TO SALES

in  
Illinois

## POPULATION

Metro. PEORIA ..... 265,000  
(28th in U.S. in 250,000 to 400,000 Group)

PEORIA Area ..... 550,000

## BUYING INCOME Per Capita

Metro. PEORIA ..... \$1,854\*  
(3rd in U.S. in 250,000 to 400,000 Group)

PEORIA Area ..... \$1,638  
\*26% Above National Average

## COVERAGE

Peoria Journal Star  
Daily Circulation Ratio-to-Homes  
in Metro. Peoria...98.7%

## PEORIA JOURNAL STAR

—PREFERRED FOR TESTS—

REPRESENTED BY  
WARD-GRIFFITH CO., INC.

DAILY NET PAID EXCEEDS 100,000

## Taunton, Mass.

### A Great Sales Market

Taunton's \$5,020 family income — highest of Bristol County's three largest markets — is based on a well balanced concentration of industries. Annual industrial payroll exceeded \$23,000,000. Family retail sales top the national average by \$166—Food Sales by \$239—Drug Sales by \$36.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift... balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if you really want to make your sales quota.

## Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews  
Special Agency, Inc.

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for November, 1954)

City Index 1954 vs. 1939	City Index 1954 vs. 1953	City Nat'l. Index 1954 vs. 1953	\$ (Million) November 1954
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### Georgia

★ Albany	523.6	102.4	100.4	4.61
★ Atlanta	408.6	103.5	101.5	61.90
Augusta	441.9	96.8	94.9	9.77
Columbus	468.1	101.0	99.0	9.74
Macon	374.0	101.5	99.5	8.30
Savannah	399.2	96.7	94.8	12.10

### Hawaii

★ Honolulu	378.0	105.9	103.8	27.56
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### Idaho

Boise	325.7	99.5	97.5	6.32
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### Illinois

Bloomington	366.0	100.9	98.9	6.59
Champaign-Urbana	363.6	99.8	97.8	8.25
Chicago	343.0	101.1	99.1	456.87
★ Danville	369.6	106.4	104.3	6.32
★ Decatur	355.3	106.3	104.2	10.37
★ East St. Louis	432.5	105.2	103.1	10.08
Moline-Rock Island-E. Moline	371.2	96.7	94.8	12.21
Peoria	288.8	93.2	91.4	15.51
Rockford	426.7	100.0	98.0	16.47
★ Springfield	376.1	103.5	101.5	13.54

### Indiana

Evansville	362.7	93.8	92.0	14.40
★ Fort Wayne	404.8	103.6	101.6	19.99
Gary	430.0	101.7	99.7	16.38
Indianapolis	391.0	101.1	99.1	64.84
★ Lafayette	394.8	113.2	111.0	6.40
★ Muncie	364.5	110.3	108.1	7.54
South Bend	429.4	93.9	92.1	18.12
Terre Haute	305.5	96.3	94.4	9.04

### Iowa

★ Cedar Rapids	397.4	105.6	103.5	11.56
★ Davenport	355.7	103.2	101.2	10.74
★ Des Moines	374.1	103.9	101.9	27.09
Dubuque	357.3	98.8	96.9	6.15
★ Sioux City	333.0	103.9	101.9	11.52
★ Waterloo	366.4	109.7	107.5	9.16

Maine's **BIG** Paper

## Bangor Daily News

NOW **70,000** DAILY

Reaches 74% of Families  
In 7-County Area

Few big markets can be covered so well for so little. No duplication —only 1-Big Paper and it covers 1/3 of the State's total Retail Sales, Income, etc.

Eight—yes 8 other Dailies DIVIDE the remaining 9 Counties representing 2/3 of the State's volume.

Northern-Eastern Maine is a prize package for advertisers developing Maine business. It's wrapped up for you in ONE big paper—

## Bangor Daily News

"Maine's Largest Daily Newspaper"

Rep. by Johnson, Kent, Gavin & Sinding, Inc.

## BIDDEFORD-SACO

Largest Market in  
Maine's Most Productive  
Industrial County.

1953 income reached the peak of \$50,270,000 — \$5,405 per family, \$842 above the state.

1953 retail sales of \$33,488,000, another all time high, prove how the people spend—Family sales were \$4,088 compared to \$3,544 of the state.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

## THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1939	1953	1953	1954

#### Kansas

★ Hutchinson	391.9	105.4	103.3	5.57
★ Kansas City	386.2	105.6	103.5	11.93
★ Topeka	374.1	110.3	108.1	10.40
★ Wichita	602.5	109.5	107.4	28.20

#### Kentucky

★ Lexington	388.3	107.0	104.9	11.30
★ Louisville	403.4	103.0	101.0	46.47
★ Paducah	440.3	89.8	88.0	5.68

#### Louisiana

★ Baton Rouge	557.5	104.4	102.4	13.60
★ Lake Charles	593.9	110.1	107.9	5.88
★ Monroe				
West Monroe	462.1	99.9	97.9	7.90
★ New Orleans	436.7	105.5	103.4	60.31
★ Shreveport	428.2	103.6	101.6	17.68

#### Maine

★ Bangor	335.8	111.3	109.1	6.01
★ Lewiston				
Auburn	317.6	101.2	99.2	7.11
★ Portland	311.0	107.1	105.0	12.56

#### Maryland

Baltimore	326.1	101.8	99.8	108.99
Cumberland	257.5	98.8	96.9	4.84
Hagerstown	315.9	95.7	93.8	4.83

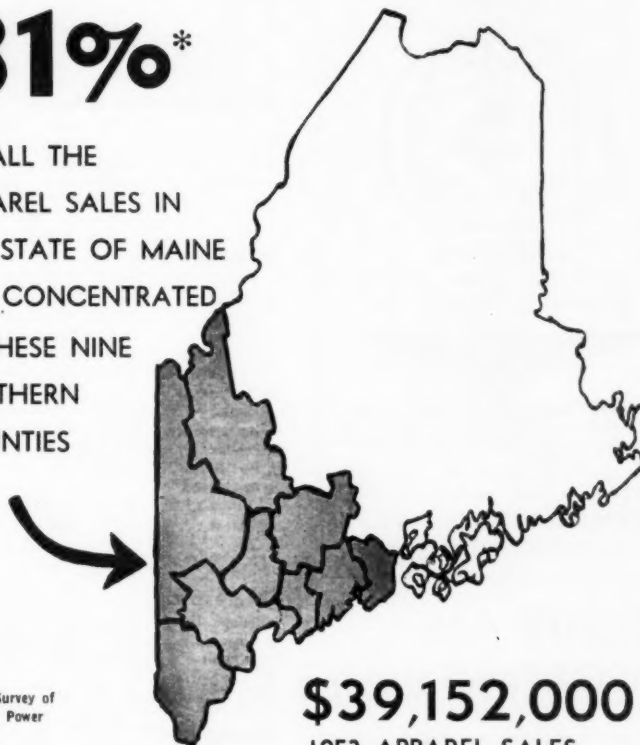
#### Massachusetts

★ Boston	258.4	103.3	101.3	111.41
★ Brockton	259.4	103.6	101.6	7.16
★ Fall River	289.5	97.6	95.7	10.31
★ Holyoke	354.0	104.8	102.7	6.83
★ Lawrence	279.5	101.1	99.1	8.80
★ Lowell	365.1	95.3	93.4	9.93
★ Lynn	289.8	108.6	106.5	10.58
★ New Bedford	292.7	97.1	95.2	10.51

## The PORTLAND, MAINE Market is a Nine County Sales Area

# 81%\*

OF ALL THE  
APPAREL SALES IN  
THE STATE OF MAINE  
ARE CONCENTRATED  
IN THESE NINE  
SOUTHERN  
COUNTIES



\* 1954 Survey of  
Buying Power

**\$39,152,000**  
1953 APPAREL SALES

**Sales Management's Test Market Survey, Nov. 1953  
rates Portland as one of the best test markets in the  
country:**

1st for all cities in Maine

1st in New England for cities in 75,000 to 150,000 population group

3rd in New England for cities of all sizes

6th in U. S. A. for cities in 75,000 to 150,000 population group

18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

**The PORTLAND newspapers give you 94% coverage of the  
city and retail trade zone and 52 % of the entire nine counties.**

**78,164 circulation daily . . . 87,243 Sundays**

## PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

Advertising In  
**THE BERKSHIRE EAGLE**  
Pittsfield, Massachusetts

**PAYS OFF!**



**\$206,109,000**

Effective buying income in the  
Pittsfield Metropolitan area



The Eagle covers 121 per cent of homes in  
City Zone and 70 per cent in the county area

**BERKSHIRE EVENING EAGLE**

Julius Mathews Special Agency, National Reps.

**FIGURES ARE  
IMPORTANT—**

and as impressive as POST figures  
are, they tell so little of the POST-  
ROWAN-SALISBURY story

Salisbury, 17th in N.C. population,  
ranks 1st in p.c. auto sales, 2nd in p.c.  
retail and food sales, 3rd in p.c. drug  
sales. That's good because the POST  
had a hand in making those figures  
possible. But of even MORE import-  
ance to you is the fact that the POST  
is a time-tested super-salesman be-  
cause it has earned the confidence  
of its over 16,000 subscribers. Hasn't  
failed a worthy advertiser in 50 years.



**WARD-GRIFFITH COMPANY**  
Representatives

**HIGH SPOT CITIES**

**RETAIL SALES FORECAST**  
(S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1953	1953	1953	1954

**Massachusetts (cont.)**

Pittsfield .....	290.0	98.2	96.3	6.21
★ Salem .....	322.7	103.2	101.2	5.58
★ Springfield .....	301.9	103.0	101.0	22.25
★ Worcester .....	273.5	96.6	94.7	22.31

**Michigan**

Battle Creek .....	406.0	96.0	94.1	8.69
★ Bay City .....	390.5	102.6	100.6	7.46
Detroit .....	389.2	95.0	93.1	227.78
Flint .....	413.2	101.4	99.4	26.07
★ Grand Rapids .....	401.2	105.0	102.9	28.49
Jackson .....	377.7	97.5	95.6	9.29
★ Kalamazoo .....	367.7	102.7	100.7	11.66
Lansing .....	389.1	91.8	90.0	15.95
Muskegon .....	388.3	92.5	90.7	8.04
★ Pontiac .....	472.6	102.0	100.0	12.90
Port Huron .....	350.4	96.4	94.5	5.57
★ Royal Oak- Ferndale .....	596.3	104.4	102.4	11.39
★ Saginaw .....	423.3	103.3	101.3	13.38

**Minnesota**

★ Duluth .....	285.1	103.0	101.0	12.06
★ Minneapolis .....	317.9	105.9	103.8	75.27
St. Paul .....	278.7	101.5	99.5	41.08

**Mississippi**

Jackson .....	503.5	101.4	99.4	11.53
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**Missouri**

★ Joplin .....	312.5	106.4	104.3	4.97
Kansas City .....	392.1	101.5	99.5	77.56
★ St. Joseph .....	288.2	103.8	101.8	7.35
St. Louis .....	328.0	98.9	97.0	102.05
★ Springfield .....	371.8	105.9	103.8	8.51

**Montana**

★ Billings .....	417.3	115.4	113.1	6.84
Butte .....	190.6	96.6	94.7	4.21
★ Great Falls .....	352.4	109.5	107.4	6.31

**Nebraska**

★ Lincoln .....	377.5	109.5	107.4	12.99
★ Omaha .....	357.7	107.7	105.6	33.19

**Nevada**

★ Reno .....	362.6	106.7	104.6	7.29
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**New Hampshire**

★ Manchester .....	304.6	105.2	103.1	9.02
★ Nashua .....	291.8	102.1	100.1	3.71

*What Are You  
Advertising For?*

**DO YOU WANT TO . . .**

- Establish your brand name
- Open doors for your salesmen
- Present your product under a more favorable light
- Test a new product
- Give support to your dealers
- Tell of new uses
- Promote good will
- Guard against competition

**OR**

**JUST SELL YOUR PRODUCT—**

You can get off to a good start in this part of the country through the advertising pages of the Little Falls Times. It's the home newspaper for 30,000 people.

**Little Falls Times**

Little Falls, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

**1/3** OF NORTH CAROLINA'S  
BUSINESS VOLUME . . .

Right Here

Retail Sales in  
This 33 County Area . .

**\$925,382,524**

That's the accurate, authentic figure as released by the N. C. Department of Revenue, Sales & Use Tax Division, for the year ending June 30, 1954. It is 30% of the North Carolina Total . . . in the 33 County "Golden Belt" where this is the ONLY Morning-and-Sunday newspaper.

**119,747 Morning**  
**129,607 Sunday**

(ABC Publisher's Statement, 9/30/54)

*The Raleigh*  
**News and Observer**  
MORNING & SUNDAY  
Raleigh, North Carolina

Rep: The Branham Company

SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City Index	City Index	City Nat'l. Index	\$ (Million)
1954	1954	1954	
vs. 1939	vs. 1953	vs. 1953	November 1954

#### New Jersey

★ Atlantic City	333.8	106.9	104.8	13.08
★ Camden	387.3	103.0	101.0	16.77
★ Elizabeth	353.5	109.2	107.1	14.00
★ Jersey City				
Hoboken	296.5	105.1	103.0	30.22
Newark	288.8	97.2	95.3	63.34
★ Passaic-Clifton	349.2	102.0	100.0	14.84
★ Paterson	351.3	107.3	105.2	21.29
★ Trenton	349.4	103.2	101.2	20.09

#### New Mexico

★ Albuquerque	777.3	105.6	103.5	15.94
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#### New York

Albany	325.2	101.5	99.5	21.66
★ Binghamton	322.7	105.6	103.5	12.07
Buffalo	331.1	96.0	94.1	72.87
★ Elmira	382.4	115.0	112.7	9.06
★ Hempstead				
Township	553.9	114.6	112.4	57.61
Jamestown	341.3	97.3	95.4	6.31
★ New York	302.6	105.6	103.5	849.41
Niagara Falls	337.4	97.2	95.3	10.53
★ Poughkeepsie	350.1	103.6	101.6	8.68
★ Rochester	317.8	105.8	103.7	47.51
★ Rome	402.1	104.0	102.0	4.22
Schenectady	324.0	96.7	94.8	12.76
Syracuse	315.8	101.2	99.2	29.43
Troy	297.9	100.8	98.8	9.26
★ Utica	331.8	103.4	101.4	13.17

#### North Carolina

★ Asheville	375.5	103.7	101.7	8.52
Charlotte	455.1	96.8	94.9	19.07
Durham	386.5	92.8	91.0	8.46
Greensboro	619.8	101.1	99.1	15.19
★ Highpoint	446.4	107.3	105.2	10.00
★ Salisbury	390.5	117.4	115.1	3.83
Wilmington	421.4	100.3	98.3	5.44
Winston-Salem	357.4	97.5	95.6	9.18

#### North Dakota

★ Fargo	366.9	107.5	105.4	6.57
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#### Ohio

Akron	350.0	96.4	94.5	33.93
Canton	338.2	94.9	93.0	15.59
Cincinnati	316.4	98.8	96.9	64.11
Cleveland	337.0	96.5	94.6	124.57
★ Columbus	388.7	111.5	109.3	54.42
★ Dayton	430.1	102.6	100.6	40.26
Elyria	441.8	96.9	95.0	4.82
Hamilton	472.4	101.4	99.4	8.47
Lima	361.7	95.8	93.9	7.09
★ Lorain	475.7	103.3	101.3	6.99
Mansfield	356.9	96.1	94.2	6.75
Middletown	420.3	100.0	98.1	5.38

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City Index	City Index	City Nat'l. Index	\$ (Million)
1954	1954	1954	
vs. 1939	vs. 1953	vs. 1953	November 1954

Portsmouth	340.9	97.9	96.0	5.66
Springfield	353.0	99.9	97.9	9.53
Steubenville	251.7	96.5	94.6	5.21
Toledo	342.1	95.7	93.8	39.58
Warren	426.6	97.0	95.1	8.15
Youngstown	304.5	96.1	94.2	21.37
Zanesville	286.6	99.8	97.8	4.90

#### Oklahoma

Bartlesville	378.0	96.5	94.6	2.72
★ Muskogee	314.5	103.6	101.6	3.55
★ Oklahoma City	436.6	110.7	108.4	35.24
★ Tulsa	498.2	106.5	104.4	29.69

#### Oregon

Eugene	497.2	100.2	98.2	7.91
★ Portland	372.5	104.3	102.3	60.12
Salem	448.6	101.9	99.9	8.03

#### Pennsylvania

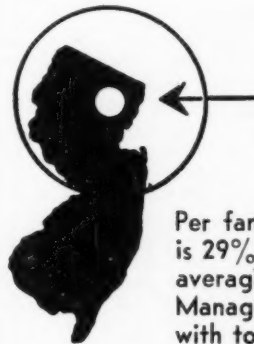
Allentown	343.7	100.3	98.3	14.67
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**PS-S-S-T!!**  
THE 100,000 PEOPLE  
IN POTTSVILLE'S  
TRADING ZONE  
SPEND \$30,886,050  
ON FOOD ANNUALLY

SO USE THE  
POTTSVILLE  
REPUBLICAN  
WHICH COVERS  
ALL OF THE CITY  
AND 65% OF  
THE COUNTY!



**THE POTTSVILLE (PA.) REPUBLICAN**  
Represented by DeLisser, Inc.



**PER FAMILY INCOME  
29% HIGHER**

Per family income in Passaic-Clifton, N. J. is 29% higher than the rest of the U.S. . . . averaging \$6,656 a year, according to Sales Management estimates. Passaic-Clifton, with total population of 127,600, is the nation's 28th ranking city in per family income.

You can effectively reach the more than 60,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

## THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.

18 East 41st Street, New York 17—Murray Hill 5-0131

Altoona, Pa.

is a good

## TEST MARKET

... as many important factors PROVE!

- It's well isolated from other cities.
- It has typical distributive outlets.
- Its citizens have average incomes.
- It has a splendid mixture of industry and farming.
- It has excellent year-round stability and a good record as a test city.
- Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

**ALTOONA'S ONLY  
EVENING NEWSPAPER**

**RICHARD E. BEELER**  
Advertising Manager

# Altoona Mirror.



**The Bethlehem Globe-Times**

**Roland L. Adams, President**  
**De Lisser, Inc., national representatives**

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1939	1953	1953	1954

### Pennsylvania (cont.)

Altoona	260.3	96.5	94.6	7.31
Bethlehem	361.1	95.4	93.5	6.90
Chester	406.5	100.1	98.1	9.39
Erie	432.3	98.1	96.2	18.37
Harrisburg	341.3	100.1	98.1	15.09
Hazleton	260.6	92.5	90.7	3.86
Johnstown	260.8	94.2	92.4	8.24
★ Lancaster	301.9	102.6	100.6	9.48
★ Norristown	333.4	104.8	102.7	4.97
Oil City	289.9	97.0	95.1	2.49
★ Philadelphia	358.1	109.1	107.0	241.36
Pittsburgh	322.6	100.6	98.6	95.64
Reading	313.6	100.9	98.9	15.11
Scranton	254.0	96.8	94.9	12.57
Wilkes-Barre	288.0	98.8	96.9	10.51
Williamsport	315.7	93.8	92.0	5.78
York	358.7	99.2	97.3	9.43

### Rhode Island

Providence	253.9	94.9	93.0	29.43
Woonsocket	275.5	95.4	93.5	4.68

### South Carolina

Charleston	359.0	98.5	96.6	9.19
★ Columbia	480.0	104.2	102.2	14.01
Greenville	422.7	99.9	97.9	9.68
Spartanburg	434.0	93.4	91.6	7.12

### South Dakota

Aberdeen	405.6	101.7	99.7	3.37
Sioux Falls	330.3	101.2	99.2	6.77

### Tennessee

Chattanooga	397.6	99.9	97.9	19.52
Knoxville	379.0	95.9	94.0	17.55
★ Memphis	432.0	107.0	104.9	51.45
★ Nashville	384.1	103.7	101.7	27.16

### Texas

★ Abilene	586.1	107.8	105.7	7.38
Amarillo	559.7	100.9	98.9	12.99
★ Austin	502.0	111.1	108.9	16.67
Beaumont	446.8	92.7	90.9	11.88
★ Corpus Christi	590.4	108.1	106.3	16.53
★ Dallas	556.6	108.8	106.7	84.60
El Paso	494.8	95.9	94.0	17.02
★ Fort Worth	553.1	102.9	100.9	45.24
Galveston	398.1	98.5	96.6	8.68
★ Houston	523.1	106.3	104.3	89.24
Laredo	492.6	96.9	95.0	4.14
★ Lubbock	725.0	102.0	100.0	13.41
Port Arthur	396.3	100.9	98.9	7.10
★ San Angelo	468.2	108.8	106.7	6.32
★ San Antonio	502.0	105.6	103.5	45.48
★ Texarkana	431.4	102.5	100.5	5.78
★ Tyler	452.9	107.7	105.6	6.61
★ Waco	560.6	108.9	106.8	12.16
★ Wichita Falls	447.7	104.8	102.7	9.04

### Utah

Ogden	428.9	94.4	92.5	7.33
★ Salt Lake City	380.5	106.0	103.9	25.34

### Vermont

Burlington	311.5	95.3	93.4	4.64
★ Rutland	285.8	104.6	102.5	2.89

... In Norristown, Pa.

## BIG SELLING SCENE

Throngs are surging to big new retail outlets in Norristown... and ringing up their sizeable sales in this buying center which is the capital of big and wealthy Montgomery County.

The TIMES-HERALD blankets these buyers with 99% home coverage. Put it on your schedule... for *selling* purposes!

**Times Herald**  
**NORRISTOWN, Pa.**

Represented Nationally By  
The Julius Mathews Special Agency

## They Buy Drugs Like Crazy —

—Here in Woonsocket, where 1953 per-family drug sales topped the U.S. average by a thumping 43%... exceeded the State average by 29% (S.M. '54 Survey). Cost-wise, the only efficient and effective way to build your brand demand in this 100,000-plus market is through the one-and-only local daily they buy to read and read to buy, the —

**WOONSOCKET  
CALL**

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S  
PLUS MARKET**

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1939	1953	1953	1954

#### Virginia

Danville	462.3	98.9	97.0	6.38
★ Lynchburg	341.9	103.8	101.8	6.39
Newport News	498.8	101.1	99.1	8.28
Norfolk	469.4	99.2	97.3	26.24
★ Portsmouth	549.9	106.6	104.5	7.97
Richmond	338.5	101.2	99.2	32.22
Roanoke	376.4	97.4	95.5	11.97

#### Washington

★ Bellingham	388.3	114.9	112.6	5.32
★ Everett	419.1	106.6	104.5	6.71
★ Seattle	377.3	106.4	104.3	69.16
★ Spokane	370.2	102.1	100.1	21.36
Tacoma	372.5	99.0	97.1	18.03
★ Yakima	420.2	108.3	106.2	8.40

#### West Virginia

Charleston	339.5	95.9	94.0	13.07
Huntington	322.6	98.0	96.1	8.84
Wheeling	256.0	95.7	93.8	7.17

#### Wisconsin

★ Appleton	378.2	105.8	103.7	5.33
Green Bay	328.8	100.1	98.1	7.63
Kenosha	397.6	95.1	93.2	6.80
La Crosse	381.2	100.9	98.9	6.71
★ Madison	344.6	108.2	106.1	13.44
★ Milwaukee	348.3	104.2	102.2	88.26
★ Oshkosh	406.8	106.7	104.6	6.51
Racine	384.2	97.5	95.6	9.11
Sheboygan	319.4	94.1	92.3	5.11
Superior	276.1	96.8	94.9	3.56

#### Wyoming

★ Casper	541.5	115.3	113.0	5.52
★ Cheyenne	422.2	103.2	101.2	5.11

### RETAIL SALES FORECAST (S.M. Forecast for November, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	November
1941	1953	1953	1954

#### CANADA

347.0	101.0	100.0	1011.60
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#### Alberta

Calgary	345.9	94.9	94.0	15.18
Edmonton	438.9	94.6	93.7	17.78

#### British Columbia

Vancouver	305.5	95.6	94.7	37.55
★ Victoria	286.9	106.1	105.0	8.92

#### Manitoba

Winnipeg	228.4	91.3	90.4	26.40
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#### New Brunswick

Saint John	236.3	97.4	96.4	4.94
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#### Nova Scotia

★ Halifax	232.3	105.9	104.9	10.06
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#### Ontario

Hamilton	259.9	90.9	90.0	19.15
★ London	354.7	101.0	100.0	11.99
Ottawa	275.7	100.6	99.6	19.02
★ Toronto	311.2	110.5	109.4	105.35
Windsor	251.1	94.7	93.8	11.40

#### Quebec

★ Montreal	312.4	107.0	105.9	104.33
★ Quebec	309.8	108.1	107.0	16.57

#### Saskatchewan

Regina	327.6	92.0	91.1	10.52
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### Another FIRST

for

### Sales Management

Most of the pages in this issue are "scored" at the inside margin so as to make it easier for you to detach them for filing. The exceptions are where plates bleed into the gutter. We believe it's the first magazine to be so perforated for the greater convenience of readers.

Whether it remains an experiment or becomes an every-issue feature depends upon subscriber reaction.

Do you like it enough to tell us so?

Philip Salisbury, Editor  
SALES MANAGEMENT  
386 Fourth Avenue  
New York 16, N. Y.

### IT COSTS LESS TO SELL in Newport, R. I.

When families have a higher than average income, their sales resistance is practically gone.

Newport County's family income of \$6,099—more than \$1,000 above the average of all the other counties in R. I., is the reason why advertising here is so profitable.

Sell this high-income and top spending market through Newport County's only daily.

### The Newport Daily News

Represented by The Julius Mathews  
Special Agency, Inc.

### COMING . . .

Tips on How to Run a  
Panel Meeting

In Sales Management

November 20

## MARKETING AND SALES EXECUTIVE

Our company is old, located in the Philadelphia area. Our brand name is internationally known and respected. Our products are in the durable consumer goods family and they, or their prototypes, are of intimate interest and a part of the daily life of every literate person. During the last 20 years our growth has been a subject of industry conversation. It is our intention to maintain and strengthen our position in the future.

To do this, we need help—the help that only a seasoned Marketing Executive can offer—a man who will head a Sales Planning Operation, which, under his direction, will enjoy the framing of sound stimulating plans for increasing sales. This planning will include merchandising, market research, distribution through retail and wholesale channels, and any other phases of our business in which sales planning is an appropriate part.

The successful applicant will bring us comprehensive experience, a bright past record, mature sales counsel. We will give him the authority his position and stature demands, and opportunities for growth according to his ability. The complete cooperation of established related departments such as product development, sales management, advertising, and sales promotion are available.

We think the man we are looking for is between the ages of 40 and 45. If you think this spot was made for you, please reply by letter giving your business and educational backgrounds, your age, present annual income, and other information you consider pertinent. Address box number 3076.



# DAVENPORT

## FIRST

IN QUAD-CITIES IN  
EFFECTIVE BUYING INCOME  
PER FAMILY

USE THE  
DAVENPORT NEWSPAPERS

MORNING  
DEMOCRAT

Evening  
DAILY TIMES

Sunday DEMOCRAT & TIMES

Serving the Quad-Cities of  
DAVENPORT, IOWA; ROCK ISLAND,  
MOLINE and EAST MOLINE, ILLINOIS  
HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by  
JANN & KELLEY, INC.

### a Gift Idea... that will ring the bell!

This year you can really ring the bell with a Christmas gift for friends, customers, business associates, employees . . . with the exclusive Brett Oaken Type Reusable Tub of new crop, fancy, jumbo pecans . . . full of freshness and goodness.

A gift that is different in kind . . . in quality . . . in prestige. A gift that cannot be purchased anywhere else. A gift with a taste thrill that will be enjoyed and appreciated long after the holiday season.

Mail your order today to insure before-Christmas delivery. . . then forget your Christmas Gift problems for this year. Let the Pecan Man serve you.



**PAUL BRETT**  
the Pecan Man

BOX 335  
CRESTVIEW, FLORIDA  
Please reserve  
Oaken Type Tubs of  
Jumbo Pecans

\$5.00 a tub, F.O.B.  
Crestview, Florida  
(in lots of 6 or more) Ship  
to address below.

\$5.50 a tub, individually de-  
livered by you. I will send  
list of recipients and a sufficient number  
of cards by November 15, 1954.  
Please bill me when order is made up.

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
STREET \_\_\_\_\_  
CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

## READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

CANADIAN EDITION—Survey of Buying Power, May 10, 1954. (Price \$1.00)

The Survey of INDUSTRIAL Buying Power, May 10, 1954. (Price 50c)

Beating the Clock with Masland: An A-to-Z Sales Setup in 11 Months, by A. R. Hahn. (Price 50c)

Why Does One Man Get the Order Where All Others Fail? By Daniel G. Donovan. (Price 5c)

Which Weaknesses Hurt Your Men Calling on Purchasing Agents? by John E. Bex. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing, by F. C. Minaker and Jack C. Staehle. (Price 10c)

Ideas Which Have Paid Off for Me on 100,000 Dealer Sales Calls, by William C. Dorr. (Price 5c)

"\$100 Million" Advertiser Panel Reports Record Demand for P.O.P.—Eighth Annual Symposium of Point-of-Purchase Advertising Institute. (Price 50c)

800 Models and Many Markets: What Kind of a Sales Setup? by Kenneth E. Joy. (Price 15c)

Why is the "Buying Motive" So Seldom Used by Industrial Salesmen? by Waldo Carlton Wright. (Price 10c)

FANCY vs. FACT . . . don't be misled because the bad news gets bigger headlines than the good news. Specific Fancies and specific Facts as observed by Philip Salisbury. (Price 5c ea.; in lots of 100 or more 3c)

How Do You Know You Can't Sell Your Product by Phone? by Boyce Morgan. (Price 5c)

25 Traits of Successful Salesmen, by Dr. Ben Franklin Bills. (Price 5c)

Disappointment vs. Discouragement, by John M. Wilson. (Price 5c)

26 Traits of the Good Salesman. (Price 5c)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

## WHERE TO FIND ABLE EXECUTIVES

Here in New York's largest, most selective pool of finely-screened, high-calibre executive personnel, you'll find men of tested abilities for every business and industry, in all phases of administration, management, finance, research, engineering, production, advertising, sales, marketing, merchandising, distribution, public relations . . . and at no cost to you. Phone or write us about your requirements.

There is no substitute for experience.

The famed

## FORTY PLUS CLUB

In its 15th year  
220 Broadway, New York 38 BE 3-6086

## UNIQUE GIFT

You pay \$2.50 or \$5.00 for each GOURMET CERTIFICATE. It is redeemable anytime at restaurant of your choice.

Ideal as gifts for employees and/or customers. Welcome change from usual Christmas remembrance!

Air Mail for free sample and details.

## FARRANT ADVERTISING SERVICE

1200 Blair Avenue  
South Pasadena, California

## WANTED

Small aggressive plastics products manufacturer with varied lines. (P.O.P. signs and displays, advertising specialties, textile mill parts, electrical insulation, industrial components, wall covering, and other proprietaries) seek advertising sales manager who is looking for challenge. Located Middle Atlantic area, doing nationwide business, some export. Unlimited growth potential. Some stock available. Write Box #3078, giving resume of experience and background, starting salary required, recent photo.

## BECOME AN EXPERT SALESMAN

Key salesman earn \$5,000 to \$10,000 a year and up. Thousands of firms seeking well-trained men. LaSalle trains you rapidly, thoroughly, in spare time at home. Low cost, easy terms. Nearly 50 years' experience—over 200,000 salesmen trained. FREE 32-PAGE BOOK, "Salesmanship, the Power that Wins Success," tells today's new opportunities, and how you can prepare for large earnings in this profitable profession. Write TODAY.

LASALLE Extension University, 417 So. Dearborn St.  
A Correspondence Institution • Dept. LS 820, Chicago 5, Ill.

## THE PRINTSLY GIFT

Choose, use  
DELANO  
PRINTS

DELANO STUDIOS  
31 East 18th Avenue  
Denver 2, Colorado

Send for folder, Q.P.'s. On your letterhead please.



## SALES MANAGER WANTED

Modern successful Seed Plant, located in Southeast, desires sales manager. Planters can raise the seed if you can sell it. Unlimited opportunity, complete charge, opportunity to buy company stock. Write c/o Sales Management, Box 3077.



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## THE SCRATCH PAD

By T. Harry Thompson



We who write for a living know what *Pause* meant when it said: "When nobody disagrees with you, you're either terribly brilliant . . . or the boss."

The only thing you can count on nowadays is your fingers, it says here.

They say Dinah Shore's NBC-TV staff had trouble locating some props from an East Side art-shop. They finally turned up, addressed: "For the Dinosaur Show."

At a dog-show in L. A., it says here, a spectator asked an attendant to direct him to the Labradors. "All the way down the aisle," the man said, "and the first door to the right."

MYRT—"You say she traces her ancestry back to the Boston Tea Party?"

BERT—"Yes. Her great grandmother was the last bag they threw overboard."

—Exchange.

I find it easy to agree with Orville Reed when he writes, in *Imp*: "Advertising ought to be fun to read. To succeed, it must give the reader a lift. And, if it does that, it gets its chance to do a selling job. Remember, your copy doesn't have an appointment with the reader. It pops in, usually when a prospect is thinking of something else. So it's just got to be agreeable if it expects to get anywhere."

OPERETTA: Girl who works for the telephone company.—*Jean Yothers.*

Continental Copper & Steel's W. A. Jones thinks you might be interested in the man who owned a used-plumbing-supply business. His name was "Carr" and he advertised: "Honest Carr, Used-John Dealer."

Writes Don Raihle: "I enjoyed your analysis of the word *exciting*, and then ran across a dilly myself. For a shampoo which contains one egg, they said it was *egg-citing*!"

BARIUM: What you do with dead people.—*My Friend Irma.*

Theirs was a beef-stew marriage, If you don't mind descriptions crude. The wife, she was always beefing. And the husband was always stewed.  
—*Pause.*

According to a story going the rounds, they called their latest child "Encore," because he wasn't on the program at all.

"Movie realism may be about to get its biggest fillip since 3-D with the introduction of a Swiss device called 'Scentovision.'"—*Look.* That's news, movies that smell?

Slogan for Southern California: "Everybody wants to get into the actinic."

In my book, it's boorish and boring to yelp that "Only So-and-so has the Such-and-such." If the gizmo is any good, all the competition will have it by next week.

Writes Percy Whiting: "In the Dale Carnegie Sales-Class in Manhattan, we ask all members of the group to answer the question: 'What are your three greatest troubles or difficulties in selling?' One of them answered: 'I have no sales-troubles. None. My only troubles are financial.'"

The same correspondent rings a postal cancellation reading: "Fight Your Insect Enemies" and wonders if Uncle Sam has anybody especially in mind.

"Another nice thing about keeping your mouth shut is that you are seldom wrong."—*Wilshire View.*

DIMPLE: A popular depression.—*Pensacola Gosport.*

No, Tessie; it wasn't "the dirty little coward that shot Howard Johnson." You're slightly confused, as usual.

NIT—"You say the Chinese multiply like rabbits?"

WIT—"Not exactly. The Chinese use an abacus."

When the motor in your car begins to sound like the engine in the *African Queen*, see your nearest dealer.

And then there was the student-nurse who was fired the day she started. She never got to first basin.

SYMMETRY: Burial ground.

A local bank offered a savings-bond prize for a name for an advertising character plugging its special-checking division. I suggested "Hugh Wynn," "Benny Fitts," or "Checker Champ." No dice. Winning name: "Mr. Service."

D. E. Horne tells me about the harried copy writer who dreamed he had been assigned a new cigaret-account with a ready-made theme: "More doctors are switching to Triple-Filtered Cornsilks than to any other brand."

Shortly after the column said: "Remember when you thought Lifebuoy would kill germs because it smelled like a hospital?" this famous soap was re-issued with the scent of a pine forest. Coincidence, of course.

Thinking back to summer, Paul Weiner wonders why the weatherman never predicted "Unfair and warmer."

SALES MANAGEMENT

# the Christmas gift that's sure to get home!

*(to your employees, customers, relatives and friends)*



One quick telephone call to your favorite food store takes care of all your Christmas shopping!



Who do you know who wouldn't be thrilled to receive a big festively-wrapped Swift's Premium Ham at Christmas?



And when it gets home here's one gift that's really appreciated... shared by your friends, employees and

customers with their friends and families. How else could you please so many fine people with just one gift?



**YOUR CHOICE:** 1. **Hardwood smoked**, ready for easy cooking at home. 2. **Fully cooked**, caramel-glazed and fruit garnished. (Also unglazed, without fruit.) 3. **Canned**, boneless, skinless, fully cooked. Hams 1 and 2 gift-wrapped. All hams also available in gift boxes.

## Swift's Premium Ham in Holiday Packages

Another great gift! Swift's Premium Sweet-Smoked Bacon in special Christmas-wrapped pound and half-pound packages or by the slab.

# THEIR PRIMARY SOURCE OF BUYING IDEAS!



THE MEDIUM from which people do most of their buying is the one that gets best results for advertisers. And no other medium can match the newspaper for getting advertising results.

The newspaper is the primary, and for most the sole, source of the information and guidance people want in order to get more out of life. It is the one from which they do practically all their buying.

As Chicago's most dynamic newspaper, the Tribune is bought, read and bought from by hundreds of thousands more families than are

reached by any other Chicago newspaper. Their buying attracted to the Tribune in the twelve months ended December 31, 1953 over \$58,000,000.00 in advertising — far more than has ever appeared in any similar period in any other newspaper in the world.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not ask him to call now, while the matter is still fresh in your mind?

## CHICAGO TRIBUNE

Chicago  
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1333 Tribune Tower

New York City  
E. P. Struhsacker  
220 E. 42nd St.

Detroit  
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Penobscot Bldg.

San Francisco  
Fitzpatrick Associates  
155 Montgomery St.

Los Angeles  
Fitzpatrick Associates  
3460 Wilshire Blvd.